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Change Management Practices and Performance of National Government Constituencies Development Funded Projects in Bomet County, Kenya

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ABSTRACT

The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The National government Constituency development fund to counties has made a great impact, with numerous projects coming up throughout the country. The initiation of the development projects at grassroots level have led to significant rise in wellbeing of citizens in the constituency and county at large. The general objective of this study was to assess change management practices and how it relates to performance of national government CDF funded projects in Bomet County in Kenya. The specific objectives of the study were; to determine the influence of leadership on performance of the national development funded projects in Bomet County, to establish how stakeholder's involvement influences the performance of the national development funded projects in Bomet County, to assess the influence of resources allocation on performance of the national development funded projects in County and to find out the extent to which monitoring and evaluation influences the performance of the national development funded projects in Bomet County. The study was anchored on Kotter's 8 step model and the theory of planned change. The study adopted a Census research design targeting all CDFC members and officials managing CDF projects in each of the five wards in Bomet County. The study utilized primary data. Primary data was collected using semi structured questionnaires. Data was analyzed using SPSS. Descriptive and inferential statistics were employed in the study. Analyzed data was presented in percentages, frequencies, mean and standard deviation. From the findings, the researcher can conclude that, change management practices through leadership, stakeholders' involvement, resources, and monitoring and evaluation has a significant and positive composite effect on performance of NG-CDF in County. Leadership aspects that contribute to this performance includes leaders' role model and championship capacity towards change management, ability to develop strategy, create mission, motivate people to achieve objectives, employees' empowerment, and organizational culture change. The researcher therefore recommends that, NG-CDF leadership should observe change management practices by ensuring there is frequent stakeholders' engagement, role model and championship capacity towards change management, ability to develop strategy, create mission, motivate people to achieve objectives, employees' empowerment, and sound organizational culture change.

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1. Introduction

In today's world change is the only constant thing. Human organizations are never static entities. They are on the contrary constantly changing (Cole, 2013). Kotter (2015) states that, "the amount of significant, often traumatic change in organizations has grown tremendously over the past two decades and experts agree that over the next decades, business environment will become even more volatile. Therefore, organizations need strategies to continuously adapt to their environments". Management is a practice which involves directing, organizing, and developing people, technology, and financial resources to effectively achieve organizational objectives (Robbins, 2014). The importance of management can never be overemphasized as the success of an organization is attributed to sound management. The key management functions which include planning, organizing, delegating, communicating clearly, motivating employees, adapting to change and constantly generating innovative ideas are therefore crucial (Sidikova, 2011). While Change Management is an approach to transitioning individuals, teams and organizations to a desired future state (Kotter, 2011). In addition, change management is the practice of successfully changing an organization. It typically involves changes to processes, technology, roles and organizational culture and structures. When change management is carried out well, people feel engaged in the change process and work collectively towards a common objective (Mento, 2012). Therefore change management should entail thoughtful planning, sensitive implementation, and above all, consultation with involvement of the people affected by the changes. Change must be realistic, achievable and measurable. Many organizations are occasionally faced with challenges that force them to adjust or change (Burnes, 2014). Development organizations, in particular, regularly have to go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes. The implications of change processes are regularly under-estimated by senior management and not managed adequately. Ansoff (2011) asserts that it's known that leadership can make a great difference, and that its importance when organizational success is intensifying.

Change Management practices is a recurring theme examined by academicians, consultants and practitioners. According to Armstrong (2012), Change Management (CM) emphasizes the need for the Change Management plans and strategies to be formulated within the context of overall organizational strategies and objectives and to be responsive to the changing nature of the organization's external environment. It is an approach which requires interpretation and adaptation by practitioners to ensure the most suitable fit between business strategies and plans. Thus, the overall themes of Change management are the integration of all institutional functions, adherence to broad organization goals and responsiveness to the external environment (Armstrong, 2012). The promulgation of the constitution of Kenya 2010 on 27th August 2010 brought in a new system of Government. The nation saw a change of governance structure from central Government system to devolved system of government entrenched in law. The new devolved units created through these laws were county governments, county governments devolved further into smaller units, sub counties, (constituencies) wards and villages. Therefore, through devolution process the government was able to decentralize funds and puts power closer to the citizen so that local factors are better recognized in decision making and development of community projects (Kiwanuka, 2010). The constituencies were delegated to take charge of the Constituency Development Funds (CDF). The CDF targets all constituency level development projects, particularly those aiming to combat poverty at the grassroots and to relieve members of parliament from the heavy demands

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of fund-raising for projects which ought to be financed through the Consolidated Fund (Chweya, 2016). In addition most of these CDF projects have addressed social pillar of Kenya Vision 2030.

Most organizational managers today would agree that change has become a constant phenomenon, which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations, which are unprepared or unable to respond (Burnes, 2004). When change is announced in an organization, there is a general hope and feeling among the staff that the outcomes will be favorable to them (Kimaku, 2010). The norm indicates that most employees expect a positive outcome and their management will consider their needs. This also applies to new ideas, products or service. Therefore, trust becomes a key factor in determining how employees think, feel and act in respect to the current change (Sikasa, 2004). He further states that trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trust or, irrespective of the ability to monitor or confront that other party. Eriksson and Sundgren (2005) introduce another angle on the issue of change management where they lay emphasis on organizational culture. Mostly, culture is ignored and assumed to have a life of its own. Behavior determines a large part of the expected outcome of change. According to Davis and Holland (2002) Culture comprises the shared values, understandings, assumptions, and goals that are learned from earlier generations, imposed by present members of an organization, and passed on to succeeding generations.

Constituency Development Fund is a fund created by the Government. The government launched one of the most successful programmes called Constituency Development Fund (CDF) in 2003 through the CDF Act in the Kenya Gazette Supplement No. 107 (Act No.11) of 9th January 2004. The fund comprises of an annual budgetary allocation equivalent to 2.5% of the government's ordinary revenue. Seventy five percent (75%) of the fund is allocated equally amongst all 210 constituencies. The remaining twenty five percent (25%) is allocated as per Constituency poverty levels. CDF is managed through 4 committees, 2 of which are at the national level and 2 at the grassroots level (KIPPRA, 2017). The current budgetary allocation of these funds is about 110 million US dollars a year and with 210 constituencies in Kenya, each of them gets 524,000 US dollars annually. In response to the mismanagement of the constituency development funds, the Constitution of Kenya 2010 (Constitution) set the overall guidelines for the management of public funds, requiring that financial matters to be handled transparently and with accountability, public finance system to promote equity and that they should exercise equitable disbursement of the resources amongst the present and future generations. The constitution aimed at ensuring that public funds must be applied in a prudent and responsible way and that financial management to be responsible in fiscal reporting (Beck, 2011). In the year 2012, the government enacted the Public Finance Management (PFM) Act after cumulative years of planning, delays and unnecessary loss of constituency development funds. This act was meant to ensure that the public officers who are given the responsibility of managing the constituency development funds are accountable to the public for the management of those funds through Parliament and County Assemblies, (Ebel & John, 2012). Therefore, this study seeks to establish the change management practices as its independent variable and performance of the national constituency development funds.

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Bomet County is one of the 47 counties within the Republic of Kenya covering an area of 306.1 km^2 and it is divided into five administrative wards namely: Merigi, Kembu, Longisa, Chemaner and Kipreres. Longisa ward is the largest at 79.30 km^2. The Constituency is has 28 locations & several administrative villages. The County is situated in the most fertile part of Rift Valley to the south of Kericho County, with lush and green vegetation to the North and rich grassland to the South. It is bordered by the Mau Forest Complex to the East, which is one of the East Africa's greatest watersheds. It is referred to nationally as the "Water Tower". This is one of the greatest assets of Bomet County as whole, and in apart. This is so because, water draining the constituency all the way to the Lake Victoria, originate from the Mau Forest Complex. The county therefore boasts of rich biodiversity and resources that have been underexploited for many years. The only noticeable development in the area is the presence of national roads and highway, schools, few dispensaries, secondary schools and one hospital constructed by the Missionaries. Many successive governments and leadership have neglected the area, and the residents of Bomet County have been reduced to paupers, despite the abundance of resources. It is a case of poverty amidst plenty.

2. Statement of the Problem

Bomet County was allocated 129 Million in financial year 2016/2017(Auditor General Report 2017). Most of the projects funded by CDF are in Education (55%), water (11%) and health (6%) sectors. However the value of stalled projects is Sh68.6 million. "Non-funding of projects to completion may result in total abandonment and hence wastage of public funds (Auditor General Report, 2017). This may be attributed to many other factors among them change management practices focusing on good leadership and governance, stakeholder involvement, proper utilization of available resources and proper monitoring and evaluation mechanisms which produce timely reports for informed and prompt decision making. Proper implementation of the CDF projects will help in control of imbalances in regional development brought about by biased politics. The initiation of the development projects at grassroots level has led to significant rise in the wellbeing of citizens in the constituency and county at large. On the other hand, mismanagement and inappropriate apportioning of the CDF funded projects leads to poor development of the community and low socio-economic status of the community and the county at large. Studies conducted by Kerote (2013) and Nyingi (2017) on the influence of project management practices on performance of constituency development fund projects in Kenya revealed that project management competency, project planning, monitoring and evaluation, fund allocation and utilization improves performance of CDF projects. However no single study has been conducted on change management practices and performance of national constituency development funded projects in, Bomet County. Thus the need to conduct this study in Bomet County.

3. Objectives

The general objective of the study was to establish change management practices and performance the national development funded projects in Bomet County.

The study was guided by the following specific objectives:
  i. To determine the influence of leadership on performance of the national development funded projects in, Bomet County.
  ii. To establish how stakeholder's involvement influences the performance of the national development funded projects in, Bomet County.

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International Journal of Business Management, Entrepreneurship and Innovation, Volume 3, Issue 1, 2021, PP 1-16, ISSN 2707-8027

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iii.   To assess the influence of resources allocation on performance of the national development funded projects in, Bomet County.

iv.   To find out the extent to which monitoring and evaluation influences the performance of the national development funded projects in Bomet County.

4. Theoretical Framework

The theoretical framework introduces and describes the theory that explains why the research problem under study exists. (Abend & Gabriel, 2013) this study was guided by the Kotter's 8-Step Model of Change and

4.1 Kotter's 8-Step Model of Change

Kotter's 8-Step Model of Change, was developed by John Kotter (1996) in Harvard school of Business. The model focuses on efficient and effective change management in a competitive world. Kotter suggested that for change to be successful, 75 percent of a company's management needs to "buy into" the change. In other words, you have to work really hard to meet the anticipated goal of change in an organization. Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. This model was supported by Cohen (2000) who highlighted some of the elements for an effective change to occur. These elements include a strong building and collaborative team work, a solid strategy, creating effective communication channels, supporting staff empowerment, using a phased and steady approach, and securing the change within an organization's culture. However, Webster (2005) disagrees with the Cohen and argues that for a leader to be able to implement project change successfully he/she has to look into the core problems people face when leading change and has to focus on the central issue of changing the behavior of people and addressing people's feelings. Convincing people that change is necessary often takes strong leadership and visible support from key people within an organization. Managing change is not enough you have to lead the change practices. To lead change, you need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. This theory is more suitable to this study as it explains how leadership and stakeholders engagement helps to implement effective change practices for the success of the constituency funded projects.

4.2 The Theory of Planned Change

The theory of planned change was proposed by Lewin (1951). The theory suggests that for effective change to occur the project has to provide a general framework for understanding the project change. This involves increasing forces pushing for change while decreasing forces maintaining the current state, producing less tension and resistance to change. According to Lewin the major forces which affect change in projects are: the external forces comprising of changing market trends, new competitive entrants and improved technologies, and the internal forces comprising of change of leadership beliefs and culture. These two forces will cause an organization to change in order for the organization to remain competitive in implementation of its projects. Shanley (2007) supports this theory to be adopted effectively one has to apply it from top-down approach to change. Meaning that, the senior members of an organization and other formal leaders drive and support change. The literature suggests that for change to be successful it requires top management to drive it. The structure and processes of Lewin's theory assist in avoiding the common pitfalls that thwart change initiative success and offer a framework to guide change. The use concepts provides for a better understanding of how to design detailed action plans and decision matrices

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for change including the equitable allocation of resources and delegation of duties in the process of project management. According to Buonocore (2004) using change management models facilitates the people side of change and one has to approach change management with incorporating project management activities. Positioning for successful change also requires effective leadership and sponsorship. He further proposed that for any change to proceed, organizational structure, and job roles necessitates the employees' competencies including the technical support. The theory of planned change emphasizes on the importance of strategic leadership as a project resource for effective change implementation.

5. Empirical Review

Ochieng (2015) conducted a study on strategic change management practices and challenges of implementation by Maryland global initiatives corporation in Kenya**.** The study adopted a case study design which was deemed appropriate because it involves a careful and complete observation of social units or a phenomenon and it also offers a comprehensive understanding of the social units or phenomenon under study. The study targeted senior management from key divisions as well as some middle level managers who are directly involved in strategic change management. The divisions are human resources, finance, technical& IT, corporate affairs and strategy & innovation. The primary data was collected using a comprehensive interview guide. Data collected was analyzed using content analysis. The study concluded that Maryland Global Initiatives Corporation indeed uses change management practices such as enhancement of collaboration/participation between departments through group meetings, project matrix structures, restructuring and intentional employment of managers from outside as well as organizing of frequent offsite strategy meetings for all concerned departmental heads and middle level managers. A study conducted by Ndahiro, Shukla and Oduor (2015) on the effect of change management on the performance of government institutions in Rwanda: A case of Rwanda revenue authority. The main purpose of this research project was to analyze the effect of change management on the performance of government institutions in Rwanda. The study adopted survey research design with the target population of employees of Rwanda Revenue Authority (RRA). Data was collected using questionnaires and interviews. The collected data was then analyzed using SPSS and Microsoft Excel. Basing on the data collected study concluded that all changes made in RRA in the past four years have been well planned and implemented. Most of employees in the institution have generally embraced the changes made in the organization and at the same time resulting into overall organizational performance.

Nyamu (2014) conducted a study on challenges faced by the Kenya National Audit Office in Managing Strategic change. The objective of this study was to establish the challenges faced by Kenya National Audit Office in managing strategic change and determine strategic change management practices adopted by Kenya National Audit Office. The research was conducted through a case study and in-depth interviews with senior officers concerned with strategic change management at Kenya National Audit Office using an interview guide and the data analyzed using content analysis. The findings exposed that lack of adequate funding, inadequate multi-disciplinary officers, high staff turnover, low staffing levels, low morale as a result of poor remuneration, communication breakdown, inadequate transport to carry out assignments in the field, unfavorable working conditions, lack of implementation of recommendation made in audit reports, and lack of involvement of all staff in the strategic change implementation were some of the challenges faced by the Kenya National audit office.

A process which establishes modifications and doubts in an institution is termed as leadership. This process entails: building vision for institution, promoting and interacting with the individuals for success of vision, and heartening individuals for action by gratifying their basic wants and empowerment. According to Kotter (2014) Leadership is about "the process of establishing surroundings which empowers individuals". Leadership is the aptitude to motivate others to attain their goals. According to Higgs and Rowland (2016). Leadership is about "the process of establishing surroundings which empowers individuals". Leadership is the aptitude to motivate others to attain their goals. The essential leadership and supervisory experience, knacks, capabilities and features safeguards successful accomplishment of proposals via right decisions at right time and employing right people at right places (Ahmed, 2015). Leadership is among the vital and substantial aspects in good proposal management. Leadership might be viewed as an art of manipulating others to attain preferred grades (Yang, 2016).

The managers' commitment entails them safeguarding that they not only carryout their functions but also offer motivation and support to lower rank employees (Rapa & Kauffman, 2015). By doing this the strategy devise will be well developed and executed. Thus the management must demonstrate willingness to give energy and loyalty to the execution of strategies by accepting opinions from the employees as noted by (Kotter, 2014). The commitment will portray a positive signal to the workforce who will put more effort into executing of the strategies. Lack of commitment and poor management knacks has been attributed to be the failure of most strategies being implemented despite them being well formulated (Mintzberg, 2013). According to Hellriegel and Slocum (2014), implementing change requires compassionate leaders and staff to embrace it. Not forgetting that change is inevitable, and the management in has to establish a modifiable management strategy to assist laborers on the path of creating that leap to permanent change together. Leadership assumes three main dimensions which are task oriented leadership, affiliation oriented leadership and change oriented leadership. Task oriented leadership chiefly concerns with completing the task, utilizing the personnel and resources effectively and upholding operation order reliably (Hay & Hodginkinson, 2013).

Change oriented leadership is concerned with ameliorating decision devise, adjusting to modification in the surroundings, ameliorating agility and innovation, creating great changes in processes, products or services and getting commitment to change. According to Senge (2014) purposive change by authority is more effectual to direct frequent effectual in the short run, and more rapid easy for individuals in most institutions. Great results occur though the altered effort is influential if pushed. Change implementation calls for staunch governance to nonstop thrust through discomforting and risky shifts in organizational systems. Converting disaster into chances and battling firm sources marks major attributes required in executing and directing organizational change. Managers ought to realize when to alter and the right time to pursue stability, when to prompt change and vice versa (De Wit & Meyer, 2010). Bello (2012) studied ethical leadership concept, features of an ethical leader and the effects on worker's performance plus how institutions create leaders who sound in both character and action. Diverse empirical works recommended that culture be embraced within workplace by corporate leaders, businesses should push to secure ethical individuals and reward ethical conduct and discipline the violators. Abbas and Yaqoob (2014) scrutinized leadership effect of workforce development output in Pakistan. The study was guided by the following factors, coaching, development and training, participation and delegation and empowerment. It was exposed that joined impact of these factors affected workforce output

with 50%, and the remaining percentage contributed other factors including: motivational, commitment, attitude and trust in the organization.

Stakeholders' involvement is paramount in implementation of change. In spite of emergency situations and minor decisions generally are not suitable for investor's inclusion, a complex situation reaching effects allows shareholders inclusion thus avoiding constraints in the future if when done progressively, rather than reacting to a problem (Maina, 2013). Public participation focus normally is to share information, and assemble inputs from public members who may be interested in a proposal. The 2010 Kenyan constitution gives the citizens the right to be participate in activities bearing on their lives (Mbaabu, 2012). Stakeholder accost is delineated as an influential comprehension means of the firm's environment (Oakley, 2011). The approach is anticipated to enlarge the vision of the management, accountability and functions beyond the profit maximization role (Mansuri & Rao, 2014) and Shareholders participation in input-output models of the organization, including claims and interests of non – stockholding groups. Patton (2008) stated that stakeholder model proposed that every group or person with interests that are legitimate in participating in an enterprise do so in order to obtain the benefits and there is no set priority of a set of benefits and interests over another (Karl, 2013).

During the implementation of change all the shareholders are supposed to be recognized and also taken as partners in order to explore more widely the anticipated development challenge as alleged by different stakeholders. This provides a stand on coherent for a model of the relationship that is needed for the mechanism of decision making so that it can attain its set objectives (Freeman, Wicks & Parman, 2004). Identification of shareholders should be done early in the proposal so as to understand the main shareholders (Tufte & Mefalopulos, 2009). Also, involvement of shareholders makes it easy for them to seek their opinions as well as identifying how each shareholder can be able to identifying the challenges that are involved.

Resources are the physical, financial, technological and human inputs available in an organization to safeguard effective execution of strategies. A resource can be delineated as a firm's means of supporting itself or becoming wealthier, as represented by its tangible and non-tangible assets. Resources are the core origin or supply from which profits are produced (Ainuddin, 2007). It is impossible to execute the strategies minus the correct resources. Moreover, all the resources are interconnected to guarantee effectual execution process (Olson, Slater & Hult, 2015). Human resource majorly comprises of the workforce and correct personnel, utilize the other resources to safeguard the strategy devise execution is followed to the later. The management therefore should ensure that their budgets are allocated appropriately to the required resources. Hence putting strategy into action requires coordination and allocation of the appropriate resources (Johnson, 2015). According to Denrell (2014), in his study, he reviewed the worth of studying firms from resources side rather than from the product side. Denrell come to a conclusion that resources like brand names, skilled personnel, technology, machinery, trade contacts, capital and proficient measures forms the core for getting and gratifying strong modification initiative and high performance of a firm. Resources include all assets, capabilities, organizational processes, firms' features, info, and experience directed by a company which permits the company to get and execute devise which ameliorate its efficacy and effectualness. Good resource should have value, be rare, not easily imitated, and not easily substitutable. Poorly resource endowed organizations usually face a lot of hurdles when it starts any change initiative. For easy and successful change management process the security organization must set aside a considerable amount of its

resources to support it. Failure to invest enough in the process the change initiative is bound to fail miserably (Sugarman, 2010).

Human resource are well trained and skilled manpower able to successfully oversee and manage the organizations change initiative. An institution which have competence staffs often has affirmative outcomes in the process of change unlike an organization with poorly staffed and trained personnel. Financial resources are the organizations ability to meet expenses in relation to a change process. Like other organizations undertakings, organizational change initiative needs a substantial financial resources investment for outcomes to be recognized. Good financed institutions often attain anticipated change objectives more effective than financially weak organizations which might need to invest least of their resources in a change strategy (Senge, 2014). Policies are the written down guidelines aimed at ensuring that a task has been undertaken according to the laid down procedure. Properly formulated dogma in an organization makes it able for the stakeholders to have a clear route on how to go about executing and overseeing the management of an organizational change process. Policies also enable reduction of ambiguities during the whole process.

Project Performance reports furnish data on the task's execution with respect to scope, plan, cost, assets, quality, and hazard, which can be utilized as contributions to different procedures. Observing and assessing of tasks can be of awesome significance to different players including venture supports as it would guarantee comparative activities are reproduced somewhere else as saw in different undertakings embraced by the budgetary segment which spin around a couple of territories (Marangu, 2012). A study conducted by Mackay & World Bank. (2007) in Washington, indicated that planning for monitoring and evaluation was critical in enhancing better project performance on government projects. The focus of this study was on the government projects that are majorly sponsored by World Bank. The study sought to determine how better governments can be arrived at through monitoring and evaluation of projects. This study employed the use of descriptive statistics with the findings being that a majority of the respondents indicated that there was lack of monitoring and evaluation practices in the various projects which they formed part of. On the other hand, a study by Muhammad et al. (2012) on project performance, with the variables, Project Planning, Implementation and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljouf University, noted project management offers an organization with control tools that advance its capability of planning, implementing, and controlling its project activities. The study was to identify those project performance enhancements through planning, implementation and monitoring processes.

Variable models used to identify how each stage is helpful in the process of managing project performance. To achieve this objective, information relating to different projects and models related to project planning, execution, control, and proposal of project performance explored; the findings showed project-planning processes contribute to the project performance. Besides that, a study that was conducted by Singh Chandurkar and Dutt (2017) highlighted that monitoring and evaluation was the major driving factor in development projects. The objective of this study was to determine the effect of monitoring and evaluation on development projects. However, the recommendation that was given in this study was that the management should provide full support and should fully engage themselves in the monitoring and evaluation process as this will help them in coming up with sound and well-informed decisions.

International Journal of Business Management, Entrepreneurship and Innovation, Volume 3, Issue 1, 2021, PP 1-16, ISSN 2707-8027

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6. Conceptual Framework

McGaghie (2000) defines a conceptual framework as the researcher understands of how the particular variables in his study connect with each other. Thus, it identifies the variables required in the research investigation. It is the researcher's "map" in pursuing the investigation.
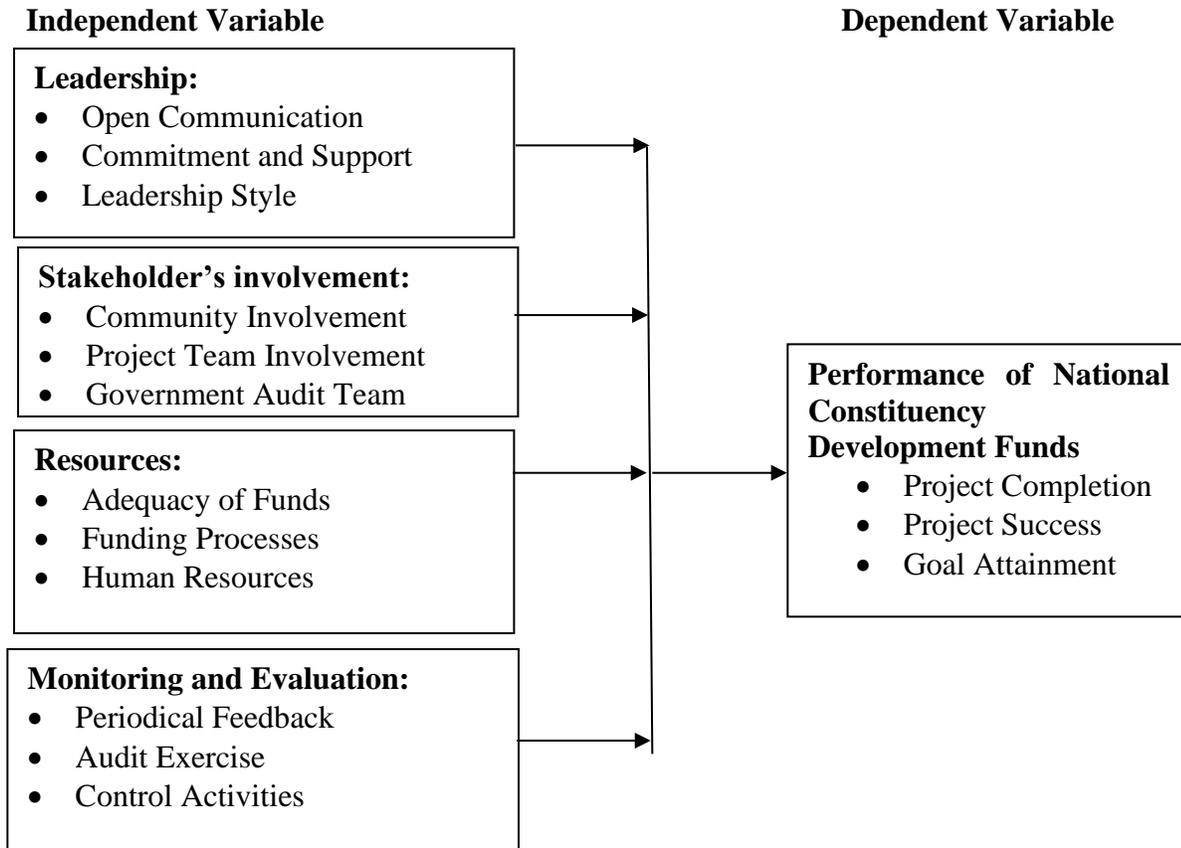
Independent Variable   **Dependent Variable**

Leadership:
- Open Communication
- Commitment and Support
- Leadership Style

Stakeholder's involvement:
- Community Involvement
- Project Team Involvement
- Government Audit Team

Resources:
- Adequacy of Funds
- Funding Processes
- Human Resources

Monitoring and Evaluation:
- Periodical Feedback
- Audit Exercise
- Control Activities

Performance of National Constituency Development Funds
- Project Completion
- Project Success
- Goal Attainment

Figure 1: Conceptual Framework

7. Research Methodology

The study adopted a descriptive research design. This kind of design is useful in collecting information about peoples' attitudes opinions, habit or social issues (Kombo & Tromp, 2006). In this research the opinions of the respondents were sought regarding effect of competitive contracting practices on change management practices and performance of National constituency funded projects. This design reduced unnecessary answers from the respondents due to its inflexibility which helped the researcher in arriving at conclusions faster. The study targeted all CDFC members and officials managing CDF projects in each of the five wards in Bomet County. Since the study population is small, a census design was adopted. According to Mugenda and Mugenda (2013) a census design is a study of every unit, everyone or everything in a population. Census design increases reliability because there is no point of sampling allowing all the respondents to participate in the study.

The questionnaire was used to collect the primary data desirable for the study. The questionnaire contained structured questions which are the questions that the researcher has given the respondents the choices of the answers that the respondents can answer. The design of the

questionnaire was based on a multiple-item measurement scale. The data that was gathered in this study was both qualitative and quantitative in nature. Qualitative data was analyzed by utilization of Statistical Package for Social Sciences (SPSS) version 24. Descriptive and inferential statistics was employed in the study. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic involving the use of correlation analysis to establish the nature of the affiliation amongst variables at a generally accepted conventional significant level of $P < 0.05$ (Gall, Borg & Gall, 2013).

8. Study Results

Inferential findings entailed coefficient of determination (R-Square), analysis of variance as well as regression coefficients. Test for autocorrelation was also performed.

Table 1: Coefficient of Determination on the Relationship between Change Management Practices and Performance of NG-CDF

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.994a	0.989	0.988	0.057	1.830

a. Predictors: (Constant), Monitoring and Evaluation, Stakeholders, Resources, Leadership
b. Dependent Variable: Project Performance

Results in Table 1 show an R-Square of 0.989 with the standard error of estimate being 0.057. This implies that change management practices significantly explain changes in performance of NG-CDF projects. The researcher also tested for autocorrelation using Durbin Watson statistic which is a test for autocorrelation in the residuals from a statistical regression analysis and always between 0 and 4. A **rule of thumb** is that, test statistic values in the range of 1.5 to 2.5 are relatively normal. Values outside of this range could be cause for concern. Field (2009) suggests that values under 1 or more than 3 are a definite cause for concern. For the current study, Durbin Watson statistic was 1.830 (Table 4.7) which falls within the relatively-normal range and therefore there was no presence of autocorrelation in the residuals from a regression analysis.

Table 2: Analysis of Variance of the Relationship between Change Management Practices and Performance of NG-CDF Projects

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	14.645	4	3.661	1119.280	.000a
Residual	0.170	52	0.003		
Total	14.815	56			

a. Predictors: (Constant), Monitoring and Evaluation, Stakeholders, Resources, Leadership
b. Dependent Variable: Project Performance

As shown in Table 2, F-Calculated (4, 52) = 1119.280 which is greater than F-Critical (4, 52) = 2.53 at 2-tail test and 95% confidence level and p-Value = 0.000 < 0.05. This further confirms that change management practices significantly influence performance of NG-CDF projects.

Table 3: Regression Coefficients on the Relationship between Change Management Practices and Performance of NG-CDF Projects

	B	Std. Error	Beta	t	Sig.
(Constant)	0.676	0.150		4.501	0.000
Leadership	0.288	0.075	0.295	3.829	0.000
Stakeholders' involvement	0.270	0.042	0.310	6.508	0.000
Resources	0.122	0.021	0.246	5.732	0.000
Monitoring and Evaluation	0.194	0.055	0.177	3.516	0.001
a. Dependent Variable: Project Performance					

Findings as shown in Table 4.9 express that, when all independent variables (change management practices) are held constant, held constant, performance of NG-CDF projects will remain at 0.676. At the same time, an increase in leadership by one unit would lead to an increase in performance of NG-CDF projects by 0.288 units with a p-Value of 0.000<0.05. This positive and significant influence also applied to increase in stakeholders' involvement, resources, and monitoring and evaluation which would lead to an increase in performance of NG-CDF projects by 0.270, 0.122, and 0.194 units respectively. The model can therefore be estimated as: $Y = 0.676 + 0.288X_1 + 0.270X_2 + 0.122X_3 + 0.194X_4$

9. Conclusion

From the findings, the researcher can conclude that, change management practices through leadership, stakeholders' involvement, resources, and monitoring and evaluation has a significant and positive composite effect on performance of NG-CDF in Bomet County. Leadership aspects that contribute to this performance includes leaders' role model and championship capacity towards change management, ability to develop strategy, create mission, motivate people to achieve objectives, employees' empowerment, and organizational culture change. Stakeholders' involvement is also key particularly through constituency's involvement of the parent ministries in its change management, giving every stakeholder an opportunity to express their views and contribute their own ideas about how change is to be implemented, efficient passage of information to the relevant stakeholders. Funds allocated have also to be adequate for the earmarked projects and their acquisition not complicated and with adequate staff to oversee the implementation of intended projects. Performance will also be influenced by adequacy of land for intended projects with regular updates on projects development as well as properly controlled initiation, monitoring and evaluation of the of projects.

10. Recommendations

NG-CDF leadership should observe change management practices by ensuring there are frequent stakeholders' engagement, role model and championship capacity towards change management, ability to develop strategy, create mission, motivate people to achieve objectives, employees' empowerment, and sound organizational culture change. Policy makers should ensure relevant policies on leadership, stakeholders' involvement, resources allocation as well as monitoring and evaluation are adequately formulated and sufficiently implemented to achieve the desired outcome from NG-CD. Given the dynamic nature of NG-CDF projects, the researcher recommends use of the most appropriate and adequately applicable technologies. This would ensure efficient and sustainable output that meets the expected qualities. In addition, there is need to increase community awareness and participation in the decision making. The study recommends building

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of the capacity of water management committees and strengthens the operational capacity of NG-CDF staff. NG-CDF committee and projects manager should also ensure employees of all cadres under their supervision are taken through relevant and effective skills and knowledge enhancement programs. These programs should be performed in tandem with employees' level of experience to enhance the levels of responsibilities, transparency and accountability.

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