CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUNDED PROJECTS IN BOMET EAST CONSTITUENCY BOMET COUNTY, KENYA

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DECEMBER, 2021
DECLARATION

This project is my original work and has not been presented for a degree in any other University.

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SUPERVISOR

This project has been submitted for examination with my approval as the University Supervisor.

Signature…………………………………Date……………………………………..

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DEDICATION

I would like to dedicate my work to family for giving me their unlimited support, help, encouragement and motivation throughout the completion of this project.

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ACKNOWLEDGEMENT

It was not possible to undertake this project without seeking help from others. First and foremost, I acknowledge the peace of God which surpasses all human understanding. My deep and sincere thanks go to my supervisor for their guidance and suggestions in preparing this project.
# TABLE OF CONTENTS

DECLARATION........................................................................................................ i
DEDICATION........................................................................................................... ii
ACKNOWLEDGEMENT.......................................................................................... iii
TABLE OF CONTENTS ........................................................................................... iv
LIST OF TABLES .................................................................................................. vii
LIST OF FIGURES ............................................................................................... viii
OPERATIONAL DEFINITION OF TERMS.............................................................. ix
ABBREVIATIONS AND ACRONYMS................................................................. x
ABSTRACT ........................................................................................................ xi

## CHAPTER ONE: INTRODUCTION ................................................................. 1

1.1 Background of the Study .................................................................................. 1
    1.1.1 Change Management Practices .............................................................. 3
    1.1.2 Performance of National Constituency Development Funded Projects ...... 4
    1.1.3 Bomet East Constituency ........................................................................ 6
1.2 Statement of the Problem .................................................................................. 7
1.3 General Objectives ........................................................................................... 8
    1.3.1 Specific Objectives ................................................................................ 8
1.4 Research Questions ........................................................................................ 9
1.5 Significance of the Study ................................................................................ 9
1.6 Limitations of the Study ................................................................................ 10
1.7 Scope of the Study ........................................................................................ 10
1.8 Organization of the Study ............................................................................. 10

## CHAPTER TWO: LITERATURE REVIEW ..................................................... 11

2.1 Introduction .................................................................................................. 11
2.2 Theoretical Framework ............................................................................... 11
CHAPTER THREE: RESEARCH METHODOLOGY ........................................ 23

3.1 Introduction .................................................................................. 23

3.2 Research Design ........................................................................... 23

3.3 Target population ......................................................................... 23

3.4 Sampling Design .......................................................................... 24

3.5 Data Collection Instruments .......................................................... 24

3.5.1 Pilot Test Study ......................................................................... 25

3.6 Validity and Reliability of the Study .............................................. 26

3.6.1 Validity .................................................................................... 26

3.6.2 Reliability ................................................................................ 26

3.7 Data Collection Procedures ............................................................ 27

3.8 Data Analysis ............................................................................... 27

3.9 Ethical Considerations ................................................................... 28

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION ... 28

4.1 Introduction .................................................................................. 28

4.2 Response Rate .............................................................................. 28

4.3 Demographic Information ............................................................... 29

4.3.1 Age Bracket of the Respondents .............................................. 29
4.3.2 Gender of the Respondents ................................................................. 30
4.3.3 Number of Years Worked with the NG-CDF ........................................ 32
4.3.4 Highest Academic Qualifications of the Respondents ......................... 33

4.4 Descriptive Findings ............................................................................. 33
  4.4.1 Leadership ......................................................................................... 34
  4.4.2 Stakeholders Involvement ................................................................. 36
  4.4.3 Resources ......................................................................................... 38
  4.4.4 Monitoring and Evaluation ............................................................... 40
  4.4.5 Performance ..................................................................................... 42

4.5 Inferential Findings .............................................................................. 43

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS. 46

5.1 Introduction .......................................................................................... 46

5.2 Summary of Findings ............................................................................ 46
  5.2.1 Leadership and Performance of NG-CDF Projects ............................. 46
  5.2.2 Stakeholders’ involvement and Performance of NG-CDF Projects ...... 46
  5.2.3 Resources and Performance of NG-CDF Projects ............................ 47
  5.2.4 Monitoring and Evaluation and Performance of NG-CDF Projects .... 47

5.3 Conclusion ............................................................................................ 47

5.4 Recommendations .................................................................................. 48

5.5 Suggestions for Further Studies .............................................................. 49

REFERENCES ............................................................................................. 51

APPENDICES ............................................................................................... 58

APPENDIX I: INTRODUCTION LETTER ......................................................... 58

APPENDIX II: QUESTIONNAIRE ................................................................. 59


LIST OF TABLES

Table 2.1: Summary of Reviewed Literature................................................................. 21
Table 3.1 : Population of the Study .............................................................................. 23
Table 4.1: Response rate ................................................................................................. 28
Table 4.2: Leadership .................................................................................................... 34
Table 4.3: Stakeholders Involvement ............................................................................ 36
Table 4.4: Resources ...................................................................................................... 38
Table 4.5: Monitoring and Evaluation .......................................................................... 40
Table 4.6: Performance ................................................................................................. 42
Table 4.7: Coefficient of Determination on the Relationship between Change Management Practices and Performance of NG-CDF......................................................... 43
Table 4.8: Analysis of Variance of the Relationship between Change management practices and performance of NG-CDF projects................................................................. 44
Table 4.9: Regression Coefficients on the Relationship between Change management practices and performance of NG-CDF projects ................................................................. 44
LIST OF FIGURES

Figure 2.1: Conceptual Framework ................................................................. 22
Figure 4.1: Age Bracket of the Respondents .................................................. 29
Figure 4.2: Gender of the Respondents.......................................................... 30
Figure 4.3: Number of Years Worked with the NG-CDF .............................. 32
Figure 4.4: Highest Academic Qualifications of the Respondents .................. 33
## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change Management</strong></td>
<td>Is the act of effectively changing an association including the way to deal with progressing people, groups and associations to an ideal future state</td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td>Refers to the accomplishment of quality services and goals against plans of the County government</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Refers the aptitude of an organization management to make sound decisions and inspire others to perform well in achieving the County goals and objectives</td>
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<tr>
<td><strong>Stakeholder</strong></td>
<td>Is the cycle by which an association incorporates individual who might be influenced by the choices it makes, or can impact the execution of its choices,</td>
</tr>
<tr>
<td><strong>Resources</strong></td>
<td>Refers to the physical, financial, technological and human inputs available in an organization to safeguard effective execution of strategies.</td>
</tr>
<tr>
<td>Abbr.</td>
<td>Description</td>
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<tr>
<td>CM</td>
<td>Change Management</td>
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<td>NGCDF</td>
<td>National Government Constituency Development Fund</td>
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<td>CDF</td>
<td>Constituency Development Funds</td>
</tr>
<tr>
<td>PFM</td>
<td>Public Finance Management</td>
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<td>CDFC</td>
<td>Constituency Development Funds Committee</td>
</tr>
<tr>
<td>BASC</td>
<td>A Business Application Solution Centre</td>
</tr>
<tr>
<td>RRA</td>
<td>Rwanda Revenue Authority</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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ABSTRACT

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 East constituency 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 East Constituency, Bomet County, to establish how stakeholder’s involvement influences the performance of the national development funded projects in Bomet East Constituency, Bomet County, to assess the influence of resources allocation on performance of the national development funded projects in Bomet East Constituency, Bomet County and to find out the extent to which monitoring and evaluation influences the performance of the national development funded projects in Bomet East Constituency, 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 East constituency. 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 Bomet East Constituency. 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.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

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”. The executives is a training which includes coordinating, arranging, and creating individuals, innovation, and monetary assets to viably accomplish authoritative goals (Robbins, 2014). The significance of the board can never be overemphasized as the accomplishment of an association is credited to sound administration.

The key administration capacities which incorporate arranging, sorting out, appointing, imparting unmistakably, rousing representatives, adjusting to change and continually producing creative thoughts are consequently essential (Sidikova, 2011). While Change Management is a way to deal with progressing people, groups and associations to an ideal future state (Kotter, 2011). Furthermore change the executives is the act of effectively changing an association. It ordinarily includes changes to measures, innovation, jobs and authoritative culture and structures. At the point when change the executives is done well, individuals feel occupied with the change cycle and work all in all towards a typical target (Mento, 2012). In this way change the executives should involve insightful arranging, delicate usage, or more all, conference with contribution of individuals influenced by the changes. Change must be reasonable, attainable and quantifiable. Numerous associations
are once in a while confronted with moves that constrain them to change or change (Burnes, 2014). Advancement associations, specifically, consistently need to experience change measures when reacting to new improvement situations or just as a feature of their extension or rebuilding measures. The ramifications of progress measures are routinely under-assessed by senior administration and not oversaw enough. Ansoff (2011) attests that it's realized that authority can have an extraordinary effect, and that its significance when hierarchical achievement is increasing.

Change Management rehearses is a common topic analyzed by academicians, experts and professionals. As indicated by Armstrong (2012), Change Management (CM) accentuates the requirement for the Change Management plans and methodologies to be planned inside the setting of by and large hierarchical techniques and destinations and to be receptive to the changing idea of the association's outside climate. It is a methodology which requires translation and transformation by experts to guarantee the most reasonable fit between business techniques and plans. Consequently, the general subjects of Change the executives are the coordination of every single institutional capacity, adherence to wide association objectives and responsiveness to the outside climate (Armstrong, 2012).

The proclamation of the constitution of Kenya 2010 on 27th August 2010 got another arrangement of Government. The country saw a difference in administration structure from focal Government framework to degenerated arrangement of government settled in law. The new declined units made through these laws were district governments, area governments reverted further into more modest units, sub provinces, (bodies electorate)
wards and towns. Thusly, through devolution measure the public authority had the option to decentralize assets and puts power nearer to the resident so neighborhood factors are better perceived in dynamic and improvement of network ventures (Kiwanuka, 2010). The supporters were appointed to assume responsibility for the Constituency Development Funds (CDF). The CDF focuses on all body electorate level improvement ventures, especially those meaning to battle destitution at the grassroots and to calm individuals from parliament from the hefty requests of gathering pledges for ventures which should be financed through the Consolidated Fund (Chweya, 2016). In addition most of these CDF projects have addressed social pillar of Kenya Vision 2030.

1.1.1 Change Management Practices

Change management as characterized by (Lewis and Seibold, 2008) is a cycle including thawing, moving, and refreezing qualities, practices, and methods inside associations. Thawing alludes to the formation of an apparent inconsistency between the current and ideal condition of an association that produces a craving for change and brings individuals' opposition down to change. Moving alludes to the different cycles, for example, preparing, schooling, and rebuilding that lead to the advancement of new practices, mentalities, and convictions. Refreezing respects restoring another condition of harmony inside the association by settling the new examples through an assortment of help systems. Moran and Brighton (2011) characterized change management as the cycle of consistently reestablishing an association course, structure and capacities to serve the ever-changing necessities of outside and inside clients. Burnes (2004) in the same way as other others researchers declared that change is a current element of hierarchical life, both at the operational and vital level. Because of its significance, change management is turning out to be goal and necessities suitable administrative aptitudes and methodology.

Most hierarchical directors today would concur that change has become a consistent wonder, which must be taken care of and oversaw appropriately if an association is to endure. Changes in innovation, the commercial center, data frameworks, the worldwide economy, social qualities, labor force socioeconomics, and the world of politics all significantly affect the cycles, items and administrations delivered. The perfection of these powers has brought about an outside climate that is dynamic, capricious, requesting and regularly annihilating to those associations, which are ill-equipped or unfit to react (Burnes, 2004). At the point when change is declared in an association, there is an overall expectation and feeling among the staff that the results will be great for them (Kimaku, 2010). The standard demonstrates that most representatives expect a positive result and their management will think about their requirements. This additionally applies to groundbreaking thoughts, items or administration.
Accordingly, trust turns into a vital factor in deciding how representatives think, feel and act in regard to the current change (Sikasa, 2004). He further expresses that trust is the eagerness of a gathering to be defenseless against the activities of another gathering dependent on the desire that the other will play out a specific activity critical to the trust or, regardless of the capacity to screen or defy that other gathering. Eriksson and Sundgren (2005) present another point on the issue of change management where they lay accentuation on authoritative culture. Generally, culture is overlooked and accepted to have an existence. Conduct decides a huge piece of the normal result of change. As indicated by Davis and Holland (2002) Culture contains the mutual qualities, understandings, suspicions, and objectives that are found out from before ages, forced by present individuals from an association, and gave to succeeding ages.

This is enormously shown during on work preparing, where another laborer is told that the cycles are done with a specific goal in mind and the equivalent ought to be maintained. Constraints in change management are related with the management's view of the requirement for change, the occasion to change and the best approach to change Hoffman and Woody (2008). Change specialists, typically supervisors and change beneficiaries, normally representatives need to cooperate to drive change (Gakere et al., 2012). This is generally difficult to accomplish as change beneficiaries are known to raise outlandish deterrents or obstructions that block the change cycle. This presumption parts with change beneficiaries as a frail connection, thus effectively accused for disappointments.

1.1.2 Performance of National Constituency Development Funded Projects

Constituency Development Fund is an asset made by the Government. The public authority dispatched one of the best projects called Constituency Development Fund (CDF) in 2003 through the CDF Act in the Kenya Gazette Supplement No. 107 (Act No.11) of ninth January 2004. The asset includes a yearly budgetary assignment identical to 2.5% of the public authority's common income. 75 percent (75%) of the asset is dispensed similarly among every one of the 210 bodies electorate. The leftover 25 percent (25%) is distributed according to Constituency destitution levels. CDF is overseen through 4 boards, 2 of which
are at the public level and 2 at the grassroots level (KIPPRA, 2017). The current budgetary assignment of these assets is around 110 million US dollars a year and with 210 bodies electorate in Kenya, every one of them gets 524,000 US dollars yearly.

This Fund which was sanctioning in 2003 has fundamentally changed advancement elements at network level with the end goal that the constituency has progressively become a significant unit of commitment being developed ventures in Kenya. Inside this activity, residents should not just exercise their metro rights inside this locale, yet in addition to connect increasingly more in arranging, usage of undertakings and projects just as in observing and assessment (Mungai, 2015). The mismanagement and embezzlement of CDF fund by Constituency Development Fund Committees (CDFC) has been reported in the country. According to Lobby group the National Taxpayers Association (NTA, 2017), an approximate of Ksh. 342 million of the allocation to the Constituency Development Funds (CDF) Committees was embezzled, unaccounted for or misused in 2016/17 financial year. Management of CDF funds will significantly improve if those who are entrusted with these funds are made to account for them.

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.

1.1.3 Bomet East Constituency

Bomet East Constituency is one of the 5 constituencies that make up the County of Bomet with the Constituency covering an area of 306.1 km² and it is divided into five administrative wards namely: Merigi, Kembu, Longisa, Chemaner and Kipreres. Longisa ward is the largest at 79.30 km². The Constituency has 28 locations & several administrative villages.

Bomet East Constituency is constituency no. 196. It is one of five constituencies in Bomet County. The constituency has five wards, all electing county assembly members for the Bomet County Assembly. The constituency was created when it was carved out of Bomet Constituency (which created Bomet East and Bomet Central constituencies).

The Constituency 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 Bomet East Constituency in apart. This is so because, water draining the constituency all the way to the Lake Victoria, originate from the Mau Forest Complex.
The constituency 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 Constituency have been reduced to paupers, despite the abundance of resources. It is a case of poverty amidst plenty.

1.2 Statement of the Problem

Bomet East constituency 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 East Constituency, Bomet County. Thus the need to conduct this study in the constituency.

1.3 General Objectives

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

1.3.1 Specific Objectives

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 East Constituency, Bomet County.

ii. To establish how stakeholder’s involvement influences the performance of the national development funded projects in Bomet East Constituency, Bomet County.

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

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

i. What is the influence of leadership on performance of the national development funded projects in Bomet East Constituency, Bomet County?

ii. What is the influence of stakeholder’s engagement on performance of the national development funded projects in Bomet East Constituency, Bomet County?

iii. What is the influence of resources allocation on performance of the national development funded projects in Bomet East Constituency, Bomet County?

iv. To what extent does monitoring and evaluation influence the performance of the national development funded projects in Bomet East Constituency, Bomet County?

1.5 Significance of the Study

The study will be useful to the management and staff of Sub-county Government administration having been triggered by the inherent need to change and to re-align itself with the new constitution dispensation. It will shed more light on the management practices that can be essential in executing their duties effectively and efficiently. Consequently, they will be able to recognize full potential resultant from implementing change management practices in the restructuring process. The study will be important to the ministry of devolution in developing policies that will ensure smooth implementation of devolution. It will also, provide information to Government of Kenya and its policymakers, that can be used in realization of nation’s development agenda as depicted in vision 2030 in the institutions of public sector.

To academia, this study forms the foundation for future studies in this area. There are limited empirical investigations on change management practices in Bomet East constituency. This gives a good ground in which the learners will assess the study gaps and to other researchers who wish to conduct a study on the same topic.
1.6  Limitations of the Study

Some of the limitation the study might encounter include; lack of cooperation from some of the CDF community members who might fear being victimized. In response to this the researcher sought permission from the authority in order to convince the respondents that the authority to collect data had been issued by their superior and the information which was collected is only mean for learning purposes only. Another limitation which might be experienced is of lack of honesty and transparency when carrying out the research, the researcher assured the respondents that the information provided would remain confidential and would only apply in academic purpose only.

1.7  Scope of the Study

This study was confined to Bomet East constituency and focused on change management practices and performance of the constituency development funded projects in Bomet East Constituency. The study targeted all the Constituency Development Funds Committee (CDFC) members and officials managing CDF projects in each of the five wards in Bomet East constituency. The target populations of the study were 20 CDF committee officers and 78 employees from each of the five wards in Bomet East constituency. The study was carried out within 6 months. The approximate budget of the study was Ksh. 68,200
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter introduces the theoretical framework which guided the study, the chapter also focuses on the empirical review, summary of the reviewed literature, research gaps and finally the conceptual framework.

2.2 Theoretical Framework

This study was guided by the Kotter’s 8-Step Model of Change

2.2.1 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 spotlights on proficient and powerful change management in a serious world. Kotter recommended that for change to be effective, 75 percent of an organization's management needs to "get tied up with" the change. All in all, you need to endeavor to meet the foreseen objective of change in an association. Kotter contends that many change ventures fizzle since triumph is proclaimed too soon. Genuine change runs profound. Speedy successes are just the start of what should be never really long haul change. This model was upheld by Cohen (2000) who featured a portion of the components for a successful change to happen. These components incorporate a solid structure and shared cooperation, a strong methodology, making powerful correspondence channels, supporting staff strengthening, utilizing a staged and consistent methodology, and making sure about the change inside an association's way of life.
Notwithstanding, Webster (2005) can't help contradicting the Cohen and contends that for a pioneer to have the option to execute venture change effectively he/she needs to investigate the center issues individuals face when driving change and needs to zero in on the focal issue of changing the conduct of individuals and tending to individuals’ sentiments. Persuading individuals that change is vital regularly takes solid administration and noticeable help from key individuals inside an association. Overseeing change isn't sufficient you need to lead the change rehearses. To lead change, you have to unite an alliance, or group, of persuasive individuals whose force comes from an assortment of sources, including position title, status, mastery, and political significance. This hypothesis is more appropriate to this examination as it clarifies how administration and partners commitment assists with executing compelling change rehearses for the achievement of the constituency supported activities.

2.2.2 The Theory of Planned Change

The hypothesis of arranged change was proposed by Lewin (1951). The hypothesis proposes that for powerful change to happen the venture needs to give an overall system to understanding the undertaking change. This includes expanding powers pushing for change while diminishing powers keeping up the present status, creating less pressure and protection from change. As indicated by Lewin the significant powers which influence change in ventures are: the outer powers involving changing business sector patterns, new serious participants and improved advances, and the interior powers including change of initiative convictions and culture. These two powers will make an association change all together for the association to stay serious in execution of its ventures.

Shanley (2007) underpins this hypothesis to be received viably one needs to apply it from top-down way to deal with change. Implying that, the senior individuals from an association and other proper pioneers drive and backing change. The writing recommends that for change to be effective it requires top management to drive it. The structure and cycles of Lewin's hypothesis help with maintaining a strategic distance from the basic traps
that frustrate change activity achievement and offer a system to control change. The utilization ideas accommodates a superior comprehension of how to configuration nitty gritty activity plans and choice frameworks for change including the evenhanded allotment of assets and appointment of obligations during the time spent venture 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.

2.3 Empirical Review

Ochieng (2015) led an investigation on vital change management practices and difficulties of execution by Maryland worldwide activities organization in Kenya. The examination embraced a contextual investigation plan which was considered proper on the grounds that it includes a cautious and complete perception of social units or a wonder and it likewise offers an extensive comprehension of the social units or marvel under examination. The investigation focused on senior management from key divisions just as some center level directors who are legitimately associated with vital change management. The divisions are HR, money, technical & IT, corporate issues and procedure and advancement. The essential information was gathered utilizing an exhaustive meeting guide. Information gathered was dissected utilizing content investigation. The examination reasoned that Maryland Global Initiatives Corporation to be sure uses change management practices, for example, upgrade of cooperation/investment between offices through gathering gatherings, venture grid structures, rebuilding and deliberate work of administrators from outside just as getting sorted out of continuous offsite system gatherings for all concerned departmental heads and center level chiefs.

An investigation led by Ndahiro, Shukla and Oduor (2015) on the impact of change management on the presentation of government organizations in Rwanda: An instance of Rwanda income authority. The principle reason for this exploration venture was to investigate the impact of change management on the presentation of government
establishments in Rwanda. The examination received study research plan with the objective populace of workers of Rwanda Revenue Authority (RRA). Information was gathered utilizing surveys and meetings. The gathered information was then investigated utilizing SPSS and Microsoft Excel. Basing on the information gathered examination inferred that all changes made in RRA in the previous four years have been all around arranged and executed. The majority of workers in the establishment have commonly grasped the changes made in the association and simultaneously coming about into generally hierarchical execution.

Nyamu (2014) led an investigation on challenges looked by the Kenya National Audit Office in Managing Strategic change. The target of this examination was to set up the difficulties looked by Kenya National Audit Office in overseeing key change and decide key change management rehearses received by Kenya National Audit Office. The examination was led through a contextual investigation and inside and out meetings with senior officials worried about vital change management at Kenya National Audit Office utilizing a meeting guide and the information broke down utilizing content examination. 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.

2.3.1 Leadership and Performance

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).

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.

2.3.2 Stakeholders Involvement and Performance

Stakeholders’ involvement is fundamental in usage of change. Notwithstanding crisis circumstances and minor choices by and large are not appropriate for speculator's incorporation, an unpredictable circumstance arriving at impacts permits investors consideration subsequently maintaining a strategic distance from imperatives later on if when done dynamically, instead of responding to an issue (Maina, 2013). Public investment concentrate regularly is to share data, and amass contributions from public individuals who might be keen on a proposition. The 2010 Kenyan constitution gives the residents the option to be take an interest in exercises bearing on their lives (Mbaabu, 2012).
Partner confront is depicted as a compelling cognizance methods for the association's current circumstance (Oakley, 2011). The methodology is foreseen to augment the vision of the management, responsibility and capacities past the benefit expansion job (Mansuri and Rao, 2014) and Shareholders cooperation in input-yield models of the association, including cases and interests of non-stockholding gatherings. Patton (2008) expressed that partner model recommended that each gathering or individual with interests that are real in partaking in a venture do as such to get the advantages and there is no set need of a bunch of advantages and interests over another (Karl, 2013).

During the execution of change all the investors should be perceived and furthermore taken as accomplices to investigate all the more broadly the foreseen improvement challenge as claimed by various partners. This gives a remain on intelligible to a model of the relationship that is required for the system of dynamic so it can accomplish its set targets (Freeman, Wicks and Parman, 2004). Recognizable proof of investors ought to be done from the get-go in the proposition to comprehend the principle investors (Tufte and Mefalopulos, 2009). Additionally, inclusion of investors makes it simple for them to look for their feelings just as distinguishing how every investor can have the option to recognizing the difficulties that are included.

2.3.3 Resources and Performance

Resources are the physical, financial, technological and human inputs available in an organization to safeguard effective execution of strategies. 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).

As per Denrell (2014), in his investigation, he explored the value of contemplating firms from assets side instead of from the item side. Denrell arrive at a resolution that assets like brand names, gifted staff, innovation, apparatus, exchange contacts, capital and capable measures frames the center for getting and satisfying solid adjustment activity and elite of a firm. Assets incorporate all resources, capacities, hierarchical cycles, firms' highlights, information, and experience coordinated by an organization which allows the organization to get and execute devise which improve its viability and strength. Great asset ought to have esteem, be uncommon, not handily imitated, and not effectively substitutable. Ineffectively asset invested associations for the most part face a ton of obstacles when it begins any change activity. For simple and effective change management measure the security association must put aside a lot of its assets to help it. Inability to put enough in the process the change activity will undoubtedly flop pitiably (Sugarman, 2010).

Human asset are very much prepared and gifted labor ready to effectively direct and deal with the associations change activity. A foundation which have capability staffs frequently has agreed results during the time spent change dissimilar to an association with inadequately staffed and prepared faculty. Budgetary assets are the associations capacity to meet costs corresponding to a change cycle. Like different associations endeavors,
hierarchical change activity needs a generous money related assets speculation for results to be perceived. Great financed foundations frequently accomplish foreseen change targets more compelling than monetarily frail associations which may need to put most trivial part of their assets in a change methodology (Senge, 2014). Arrangements are the recorded rules pointed toward guaranteeing that an assignment has been attempted by the set down system. Appropriately planned creed in an association makes it capable for the partners to have an unmistakable course on the most proficient method to approach executing and regulating the management of an authoritative change measure. Strategies likewise empower decrease of ambiguities during the entire cycle.

2.3.4 Monitoring and Evaluation and Performance

Project Performance reports outfit information on the errand's execution concerning extension, plan, cost, resources, quality, and peril, which can be used as commitments to various strategies. Noticing and evaluating of assignments can be of marvelous hugeness to various players including adventure underpins as it would ensure similar exercises are imitated elsewhere as observed in various endeavors grasped by the budgetary fragment which turn around two or three domains (Marangu, 2012).

An investigation directed by Mackay and World Bank. (2007) in Washington, demonstrated that getting ready for observing and assessment was basic in improving better undertaking execution on government ventures. The focal point of this examination was on the public authority extends that are significantly supported by World Bank. The examination looked to decide how better governments can be shown up at through observing and assessment of undertakings. This examination utilized the utilization of
engaging insights with the discoveries being that a lion's share of the respondents showed that there was absence of checking and assessment rehearses in the different ventures which they shaped piece of. Then again, an investigation by Muhammad et al. (2012) on venture execution, with the factors, Project Planning, Implementation and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljouf University, noted undertaking management offers an association with control apparatuses that advance its capacity of arranging, actualizing, and controlling its task exercises. The examination was to recognize those task execution improvements through arranging, usage and checking measures.

Variable models used to recognize how each stage is useful during the time spent overseeing venture execution. To accomplish this goal, data identifying with various undertakings and models identified with venture arranging, execution, control, and proposition of task execution investigated; the discoveries demonstrated venture arranging measures add to the task execution. Other than that, an examination that was directed by Singh Chandurkar and Dutt (2017) featured that checking and assessment was the significant driving variable being developed activities. The target of this examination was to decide the impact of checking and assessment on improvement ventures. Nonetheless, the suggestion that was given in this examination was that the management ought to offer full help and ought to completely draw in themselves in the observing and assessment measure as this will help them in thinking of sound and all around educated choices.
### 2.4 Summary of Reviewed Literature

#### Table 2.1: Summary of Reviewed Literature

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Major findings</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kotter, (2014)</td>
<td>Advancing Change: Failed Transformation Strives</td>
<td>No organization today large or small, local or global is immune to change</td>
<td>The study focused on failures of change management. This study focuses on how change management practices affects performance of NG-CDF.</td>
</tr>
<tr>
<td>Naidoo, (2011)</td>
<td>The evaluation of the implementation of change management initiatives at Bulk Connections</td>
<td>It is important for management to have a positive effect on their employees as it will support a smooth transition from the old to the new while maintaining morale, productivity, and even company image.</td>
<td>The study focused on employee satisfaction and motivation while considering communication as an agent for change. This study looks at change management focusing on all spheres of the company including leadership, other stakeholders, resources and monitoring and evaluation.</td>
</tr>
<tr>
<td>Ainuddin (2007)</td>
<td>Resource attributes and firm performance in international joint ventures</td>
<td>Resources are the core origin or supply from which profits are produced</td>
<td>That study focused on resources in terms of profits while this study focuses on resources as an element of change management process. The study was conducted in Malaysia while this study was conducted in Kenya.</td>
</tr>
<tr>
<td>Olson, Slater, &amp; Hult, (2015)</td>
<td>The execution ramifications of fit among business methodology, advertising association structure, and vital conduct</td>
<td>Successful business strategy implementation is required for superior performance</td>
<td>The study was focused on strategy implementation. This study focuses on change management</td>
</tr>
<tr>
<td>Chandurkar, &amp; Dutt, (2017)</td>
<td>The effect of monitoring and evaluation on development projects</td>
<td>Monitoring and evaluation was the major driving factor in development projects</td>
<td>The study focused on the management to get engaged in M&amp;E. This study focus on the relationship between change management practices and performance of NG-CDF.</td>
</tr>
</tbody>
</table>

Source: Researcher and reviewed literature (2020)
2.5 Conceptual Framework

Independent 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

Dependent Variable

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

*Figure 2.1: Conceptual Framework*
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the descriptions of research design and methodology, the study location, target population, sampling procedure and use of research instruments. It also includes reliability and validity of the instruments, data collection procedures, analysis and interpretation.

3.2 Research Design

As per De Vaus (2006) research configuration is the general system that the analyst receives to coordinate the various segments of the investigation in a lucid and sensible manner, in this way, guaranteeing that the examination issue is viably tended to. It comprises the outline for the assortment, estimation, and examination of information. The examination embraced an enlightening exploration plan. This sort of configuration is valuable in gathering data about people groups' mentalities feelings, propensity or social issues (Kombo and Tromp, 2006). In this examination the assessments of the respondents were looked for concerning impact of serious contracting rehearses on change management practices and execution of National constituency supported activities. This plan decreased pointless answers from the respondents because of its rigidity which helped the scientist in coming to end results quicker.

3.3 Target population

The study targeted all CDFC members and officials managing CDF projects in each of the five wards in Bomet East constituency. The target population was as shown in table 3.1 below:

Table 3.1 : Population of the Study

<table>
<thead>
<tr>
<th>Wards</th>
<th>CDF projects</th>
<th>CDF project officials</th>
</tr>
</thead>
</table>

23
<table>
<thead>
<tr>
<th>Location</th>
<th>Value 1</th>
<th>Value 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemaner</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Kipreres</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Merigi</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Longisa</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Kembu</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>CDFC Members</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Bomet East Constituency CDF, 2019*

### 3.4 Sampling Design

A sample is the group of people who took part in the investigation. The people who take part in in the study are referred to as participants (Mugenda & Mugenda, 2013). Since the study population is small, a census design was adopted.

### 3.5 Data Collection Instruments

The questionnaire was utilized to gather the essential information alluring for the examination. As per (Babbie, 2010) polls are any composed instruments that current respondents with questions or proclamations to which they are required to offer react to in works or chose from the appropriate responses given (Babbie, 2010). The survey contained organized inquiries which are the issues that the analyst has offered the respondents the decisions of the responses that the respondents can reply. The plan of the survey depended on a numerous thing estimation scale. A five-point Likert
The poll will be isolated into four segments that is Part A which had the foundation data and parts B, C D and E which had the examination factors. There are a few favorable circumstances related with the utilization of the survey and which illuminates its use in this examination. These favorable circumstances incorporate simplicity of dispersion and information assortment, simplicity of information examination, normalization of the inquiries and cost effectiveness.

3.5.1 Pilot Test Study

The nature of the information assortment instrument is shown by the unwavering quality and legitimacy of the measures. To guarantee this, the questionnaire was pre-tried on 9 respondents who were chosen utilizing purposive testing from the three classifications shaping the high level, center level and low-level management. Those chose were not part of the objective populace and this ensured that the individuals who partook in the pilot study get no opportunity of showing up in the genuine example. In pretesting the instrument, three – split technique where three respondents were in the high level management, 3 in center level management and the other three from the lower management level were used. Pilot-testing assists with refining the questionnaire so respondents have no issue in addressing the inquiries and there will be no issue in recording the information (Saunders, Lewis and Thornhill, 2007). Cronbach's alpha was utilized to evaluate inward consistency and dependability of the questionnaire dependent on the input of the pilot test. The respondents were urged to offer remarks and recommendations concerning guidelines, clearness of inquiries and significance. This uncovered unclear inquiries, insufficiencies in the questionnaire and give an occasion to break down the information to check whether the strategies for examination was fitting.
3.6 Validity and Reliability of the Study

3.6.1 Validity

According to Orodho (2005) validity is the degree to which research discoveries after investigation truly speaks to the marvel under examination. There are two kinds of legitimacy of the questionnaire, which are face legitimacy and substance legitimacy. Face legitimacy alludes to likelihood that an inquiry is miscomprehended or confounded. Then again, content legitimacy, which otherwise called intelligent legitimacy, alludes to how much a measure speaks to all features of a given social develop. The substance legitimacy of this examination was improved looking for perspectives on specialists in the field of study particularly the directors. As per Cooper and Schindler (2015) pre-testing is a decent method to improve the likelihood of face validity.

3.6.2 Reliability

Reliability is a proportion of the degree to which an exploration instruments yields steady evaluations or information after rehashed preliminaries (Kothari, 2004). Dependability empowers the specialist to gauge mistake and make the important revisions assuming any. This is on the grounds that the bigger the dependability the more modest the misstep and on the other hand, the bigger the blunder, the more modest the unwavering quality. Unwavering quality in this investigation was improved by pre-testing the questionnaire with a chose test which was be remembered for the primary examination. An inward consistency strategy was embraced by usage of Cronbach's Alpha. Inner consistency dependability is a proportion of unwavering quality utilized in assessing the level by which different test things that test a similar build produce comparable outcomes. Higher estimations of alpha are more attractive. Kothari (2004) showed that generally speaking of the thumb, an unwavering quality of 0.70 or higher (acquired on a significant example) is worthy.
3.7 Data Collection Procedures

The information assortment measure started by getting a proper letter from the college approving the field study. The letter along with the assent explanation was than introduced to the County Government as a methods for looking for power to assemble information from the organization. Information was assembled utilizing the drop and pick later technique which was gathered following fourteen days. In this technique, the assent proclamation was given and afterward the questionnaire directed. The respondents were guaranteed of the secrecy of any data that they gave which improved the reaction rate. Plan was made to gather the questionnaire later at pre-concurred time.

3.8 Data Analysis

Data analysis is the system of amassing into request organizing concocting the importance to the mass of the data assembled (Cooper and Schindler, 2003). Information investigation includes cutting the procured data into a sensible size, thinking of outlines, searching for designs and applying factual procedures. The information that was assembled in this examination was both subjective and quantitative in nature. Subjective information was examined by usage of Statistical Package for Social Sciences (SPSS) form 24. Distinct and inferential measurements was utilized in the investigation. Elucidating insights included the utilization of rates, frequencies, proportions of focal inclinations (mean) and proportions of scattering (standard deviation). Inferential measurement including the utilization of relationship investigation to build up the idea of the alliance among factors at a by and large acknowledged customary huge level of P < 0.05 (Gall, Borg & Gall, 2013).
3.9 Ethical Considerations

Participants were guaranteed of their prosperity and protection before the information gathering measure, and the drive of the examination was imparted to them. The point of the investigation was simply scholastics and that the data they disperse would not be utilized against them. An educated assent was looked for from the respondents who were likewise educated that they had a decision to pull out from the investigation freely before the finish of the activity. The respondents were guaranteed of privacy of the data they give during the examination. Endorsement to direct the exploration was given by the University and position to accumulate information looked for from the National Commission for Science, Technology and Innovation (NACOSTI) which included issuance of an examination freedom grant.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis and research results. The purpose of the study was to examine the effect of change management practices on performance of National Government Constituencies Development Funded projects in Bomet East Constituency Bomet County, Kenya. The chapter is organized in sections including response rate (4.2), demographic information (4.3), descriptive statistics (4.4) and inferential statistics (4.5).

4.2 Response Rate

Table 4.1: Response rate

<table>
<thead>
<tr>
<th>Ward</th>
<th>Sample</th>
<th>Responses</th>
<th>Response Rate (%)</th>
</tr>
</thead>
</table>

28
### Table 4.1

<table>
<thead>
<tr>
<th>Ward</th>
<th>Count</th>
<th>Responded</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemaner</td>
<td>12</td>
<td>10</td>
<td>83.3</td>
</tr>
<tr>
<td>Kipreres</td>
<td>12</td>
<td>9</td>
<td>75.0</td>
</tr>
<tr>
<td>Merigi</td>
<td>15</td>
<td>11</td>
<td>73.3</td>
</tr>
<tr>
<td>Longisa</td>
<td>9</td>
<td>8</td>
<td>88.9</td>
</tr>
<tr>
<td>Kembu</td>
<td>15</td>
<td>12</td>
<td>80.0</td>
</tr>
<tr>
<td>CDFC member</td>
<td>7</td>
<td>7</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>57</strong></td>
<td><strong>81.4</strong></td>
</tr>
</tbody>
</table>

The researcher administered 70 questionnaires to the sampled respondents from Bomet East Constituency. Those that were adequately filled and returned were distributed in the following wards: Chemaner (10), Kipreres (9), Merigi (11), Longisa (8), and Kembu (12). Questionnaires filled by CDFC member were seven while the overall response rate was 81.4 percent as illustrated in Table 4.1. Maria (2018) recommends a response rate of at least 70 percent is highly acceptable for a face-to-face survey. Therefore, an overall response rate of 81.4% was considered adequate to generalise findings of this study.

### 4.3 Demographic Information

Demographic information was based on the age bracket of the respondents, their gender, highest level of education as well as the length of time the had worked with NG-CDF.

#### 4.3.1 Age Bracket of the Respondents

**Figure 4.1: Age Bracket of the Respondents**
As shown in Figure 4.1, the age bracket of respondents was distributed as follows: 20 – 30 years (12.3%), 30 – 40 years (28.1%), 40 – 50 years (43.9%), and 50 and above (15.8%). This implies that majority of the CDFC members and officials are at least 40 years of age. This age bracket could imply their level of experience in change management practices and therefore the respondents were well placed to address the research questions for this study.

4.3.2 Gender of the Respondents

Figure 4.2: Gender of the Respondents
Figure 4.2 illustrates distribution of respondents by their gender with male being 66.7 percent while their female counterparts were 33.3 percent. This implies that majority of NG-CDF members and project officials are male. This distribution can largely be termed as random and not based on the job description given that the nature of tasks involved in management of NG-CDF projects is perceived as a non-discriminatory by gender.
4.3.3 Number of Years Worked with the NG-CDF

Figure 4.3: Number of Years Worked with the NG-CDF

Figure 4.3. shows the number of years the respondents have worked as either Bomet East NG-CDF committee member or in management of NG-CDF projects. Findings indicated that 71.9 percent had worked for less than 5 years. Others had worked for 5-10 years (12.3%) and 11-15 years (10.5%) while those who had over 15 years’ experience were 5.3 percent. This implies that majority of Bomet East NG-CDF committee member or in management of NG-CDF projects had been in their position for up to 5 years. This can be explained by the fact that, those in the committee or in management of CDG projects are normally picked by the political leadership of the day which normally has renewable terms of five years.
4.3.4 Highest Academic Qualifications of the Respondents

Figure 4.4: Highest Academic Qualifications of the Respondents

On the highest academic qualifications of the respondents, the distribution was as follows: Primary school (3.5%), high school (14.0%), college (24.6%), undergraduate (29.8%), and post-graduate (28.1%). Figure 4.4 presents this distribution. This implies that majority of NG-CDF committee members and project managers are holders of a bachelor degree. This could be an indication of the level of capability of the respondents in change management practices in tandem with the theoretical understanding and articulation of change management practices as a concept.

4.4 Descriptive Findings

Descriptive statistics for the various study variables were based on measures of frequency distribution (percentages) and measures of central tendency (mean) as well as measures of spread (standard deviation).
### 4.4.1 Leadership

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The constituency leaders are visionaries, champions and role models for change</td>
<td>0.0</td>
<td>3.5</td>
<td>5.3</td>
<td>22.8</td>
<td>68.4</td>
<td>4.561</td>
<td>0.750</td>
</tr>
<tr>
<td>b) Leaders in the constituency are able to develop strategy, create mission, motivate people to achieve objectives</td>
<td>0.0</td>
<td>0.0</td>
<td>5.3</td>
<td>50.9</td>
<td>43.9</td>
<td>4.386</td>
<td>0.585</td>
</tr>
<tr>
<td>c) Leaders in the constituency aim for quick wins that show progress is being made and that change is possible in the future</td>
<td>0.0</td>
<td>0.0</td>
<td>5.3</td>
<td>17.5</td>
<td>77.2</td>
<td>4.719</td>
<td>0.554</td>
</tr>
<tr>
<td>d) The constituency leadership empower employees to make the vision happen despite obstacles</td>
<td>0.0</td>
<td>0.0</td>
<td>15.8</td>
<td>21.1</td>
<td>63.2</td>
<td>4.474</td>
<td>0.752</td>
</tr>
<tr>
<td>e) Constituency leadership has built organizational culture change</td>
<td>0.0</td>
<td>0.0</td>
<td>1.8</td>
<td>28.1</td>
<td>70.2</td>
<td>4.684</td>
<td>0.501</td>
</tr>
<tr>
<td>f) The constituency has line leadership that goes beyond the support of top management to ensure successful strategic change management</td>
<td>0.0</td>
<td>0.0</td>
<td>8.8</td>
<td>52.6</td>
<td>38.6</td>
<td>4.298</td>
<td>0.620</td>
</tr>
</tbody>
</table>

**Average**  
0.0  0.6  7.0  32.2  60.2  4.520  0.627

Table 4.2 presents descriptive statistics of leadership as a change, management practice affecting performance of NG-CDF projects in Bomet East Constituency. From the findings, respondents strongly agreed that leaders in their constituency aim for quick wins that show progress is being made and that change is possible in the future this was indicated by a mean of 4.719 with a standard deviation of 0.554.

At the same time, the leadership has built organizational culture change (mean = 4.684, standard deviation = 0.501) by being visionaries, champions and role models for change (mean = 4.561,
standard deviation = 0.750). This is normally achieved through employees’ empowerment to make the vision happen despite obstacles (mean = 4.474, standard deviation = 0.752) including developing strategy and creating mission, as well as motivating people to achieve objectives (mean = 4.386, standard deviation = 0.585). Moreover, respondents were also in agreement that their constituency has line leadership that goes beyond the support of top management to ensure successful strategic change management (mean = 4.298, standard deviation = 0.620). On average, leadership has a mean of 4.520 with a standard deviation of 0.627.

These findings imply that NGCDF leadership in Bomet East Constituency normally aim for quick wins with a strongly build organizational culture change that normally guide the constituency in developing strategy, creating mission and motivating their employees. At the same time, leadership is about commitment where the managers offer motivation and support to lower rank employees (Rapa & Kauffman, 2015) for better performance. 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).

The findings are also in line with Abbas and Yaqoob (2014) who 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.

### 4.4.2 Stakeholders Involvement

#### Table 4.3: Stakeholders Involvement

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The constituency has involved the parent ministries in its change management</td>
<td>0.0</td>
<td>0.0</td>
<td>4.0</td>
<td>8.0</td>
<td>88.0</td>
<td>4.840</td>
<td>0.463</td>
</tr>
<tr>
<td>b) Stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented</td>
<td>0.0</td>
<td>1.8</td>
<td>5.3</td>
<td>24.6</td>
<td>68.4</td>
<td>4.596</td>
<td>0.672</td>
</tr>
<tr>
<td>c) Employees in the constituency are kept informed and provided with messages and information that allow them to feel engaged</td>
<td>0.0</td>
<td>1.8</td>
<td>1.8</td>
<td>15.8</td>
<td>80.7</td>
<td>4.754</td>
<td>0.571</td>
</tr>
<tr>
<td>d) The constituency undertakes strategic change management through open and consultative manner which assists in effective implementation</td>
<td>0.0</td>
<td>3.5</td>
<td>1.8</td>
<td>45.6</td>
<td>49.1</td>
<td>4.404</td>
<td>0.697</td>
</tr>
<tr>
<td>e) The community views are considered by the NGCDF office when commissioning projects</td>
<td>0.0</td>
<td>1.8</td>
<td>7.0</td>
<td>14.0</td>
<td>77.2</td>
<td>4.667</td>
<td>0.684</td>
</tr>
<tr>
<td>f) The project teams are involved in decision making while undertaking project implementation</td>
<td>0.0</td>
<td>3.5</td>
<td>1.8</td>
<td>29.8</td>
<td>64.9</td>
<td>4.561</td>
<td>0.701</td>
</tr>
<tr>
<td>g) The NGCDF office files returns with the government audit team</td>
<td>0.0</td>
<td>1.8</td>
<td>5.3</td>
<td>24.6</td>
<td>68.4</td>
<td>4.596</td>
<td>0.672</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>0.0</td>
<td>2.0</td>
<td>3.8</td>
<td>23.2</td>
<td>71.0</td>
<td>4.631</td>
<td>0.637</td>
</tr>
</tbody>
</table>

Table 4.3 shows the influence of stakeholders’ involvement as a change management practice on performance of NG-CDF projects in Bomet East Constituency. From the findings, respondents
strongly agreed that, the constituency has involved the parent ministries in its change management (mean = 4.840, standard deviation = 0.463). In addition, employees in the constituency are kept informed and provided with messages and information that allow them to feel engaged (mean = 4.754, standard deviation = 0.571) with community views being considered by the NGCDF office when commissioning projects (mean = 4.667, standard deviation = 0.684).

Findings also indicate that, stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented (mean = 4.596, standard deviation = 0.672). moreover, the NGCDF office files returns with the government audit team (mean = 4.596, standard deviation = 0.672) with the project teams being involved in decision making while undertaking project implementation (mean = 4.561, standard deviation = 0.701). The constituency undertakes strategic change management through open and consultative manner which assists in effective implementation (mean = 4.404, standard deviation = 0.697). The average (mean = 4.631, standard deviation = 0.637).

This implies that stakeholders’ involvement is key to achieving the desire performance in NGCDF projects. The findings agree with argument by Mansuri and Rao (2014) that, stakeholders’ involvement is anticipated to enlarge the vision of the management, accountability and functions beyond the profit maximization role and Stakeholders 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).
4.4.3 Resources

Table 4.4: Resources

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The funds allocated to the constituency are adequate for the earmarked projects</td>
<td>0.0</td>
<td>1.8</td>
<td>5.3</td>
<td>28.1</td>
<td>64.9</td>
<td>4.561</td>
<td>0.676</td>
</tr>
<tr>
<td>b) The process for funds acquisition for the CDF projects is not complicated</td>
<td>0.0</td>
<td>4.2</td>
<td>0.0</td>
<td>4.2</td>
<td>91.7</td>
<td>4.833</td>
<td>0.624</td>
</tr>
<tr>
<td>c) The constituency has adequate staff to oversee the implementation of intended projects</td>
<td>19.3</td>
<td>26.3</td>
<td>43.9</td>
<td>7.0</td>
<td>3.5</td>
<td>2.491</td>
<td>0.993</td>
</tr>
<tr>
<td>d) The constituency is allowed to source for external funding from other donors other than government.</td>
<td>3.5</td>
<td>22.8</td>
<td>19.3</td>
<td>26.3</td>
<td>28.1</td>
<td>3.526</td>
<td>1.215</td>
</tr>
<tr>
<td>e) The constituency has enough land for intended projects</td>
<td>5.3</td>
<td>1.8</td>
<td>8.8</td>
<td>21.1</td>
<td>63.2</td>
<td>4.351</td>
<td>1.068</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>5.6</strong></td>
<td><strong>11.4</strong></td>
<td><strong>15.4</strong></td>
<td><strong>17.3</strong></td>
<td><strong>50.3</strong></td>
<td><strong>3.953</strong></td>
<td><strong>0.915</strong></td>
</tr>
</tbody>
</table>

Table 4.4 shows the influence of resources on performance of Bomet Constituency NG-CDF. From the findings, the process for funds acquisition for the CDF projects is not complicated (mean = 4.833, standard deviation = 0.624) with the funds (NG-CDF) allocated to the constituency being adequate for the earmarked projects (mean = 4.561, standard deviation = 0.676). Respondents were also in agreement that, the constituency has enough land for intended projects (mean = 4.351, standard deviation = 1.068) and they somehow agreed that the constituency is allowed to source for external funding from other donors other than government (mean = 3.526, standard deviation = 1.215). On the other hand, respondents disagreed that their constituency has adequate staff to oversee the implementation of intended projects (mean = 2.491, standard deviation = 0.993). The overall mean was mean was 3.953 with a standard deviation of 0.915.
These findings reflect a conclusion by Denrell 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.

Similarly, 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).
4.4.4 Monitoring and Evaluation

Table 4.5: Monitoring and Evaluation

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The constituency has an M&amp;E team for NGCDF projects</td>
<td>36.8</td>
<td>21.1</td>
<td>15.8</td>
<td>26.3</td>
<td>0.0</td>
<td>2.3</td>
<td>1.2</td>
</tr>
<tr>
<td>b) The constituency office gets regular updates on projects development</td>
<td>50.9</td>
<td>19.3</td>
<td>22.8</td>
<td>1.8</td>
<td>5.3</td>
<td>1.9</td>
<td>1.1</td>
</tr>
<tr>
<td>c) The M&amp;E team conducts various project audits</td>
<td>11.1</td>
<td>22.2</td>
<td>16.7</td>
<td>50.0</td>
<td>0.0</td>
<td>3.1</td>
<td>1.1</td>
</tr>
<tr>
<td>d) The M&amp;E team is able to control activities surrounding the project funding</td>
<td>0.0</td>
<td>0.0</td>
<td>5.3</td>
<td>8.8</td>
<td>86.0</td>
<td>4.8</td>
<td>0.5</td>
</tr>
<tr>
<td>e) Reports by the M&amp;E team are taken seriously</td>
<td>0.0</td>
<td>3.5</td>
<td>21.1</td>
<td>33.3</td>
<td>42.1</td>
<td>4.1</td>
<td>0.9</td>
</tr>
<tr>
<td>f) Regular audits are done to monitor the usage of resources</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>22.8</td>
<td>77.2</td>
<td>4.8</td>
<td>0.4</td>
</tr>
<tr>
<td>g) The initiation of projects is properly controlled</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>29.8</td>
<td>70.2</td>
<td>4.7</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>14.1</strong></td>
<td><strong>9.4</strong></td>
<td><strong>11.7</strong></td>
<td><strong>24.7</strong></td>
<td><strong>40.1</strong></td>
<td><strong>3.7</strong></td>
<td><strong>0.8</strong></td>
</tr>
</tbody>
</table>

Table 4.5 shows the influence of monitoring and evaluation on performance of NGCDF projects. From the findings, respondents strongly agreed that M&E team is able to control activities surrounding the project funding (mean = 4.807, standard deviation = 0.511) while regular audits are done to monitor the usage of resources (mean = 4.772, standard deviation = 0.420). In addition, the initiation of projects is properly controlled (mean = 4.702, standard deviation = 0.457), with the reports by the M&E team being taken seriously (mean = 4.140, standard deviation = 0.867). Respondents were indifferent on how M&E team conducts various project audits (mean = 3.056, standard deviation = 1.079).
On the other hand, respondents disagreed the constituency has an M&E team for NGCDF projects (mean = 2.316, standard deviation = 1.216). They also strongly disagreed that the constituency office gets regular updates on projects development (mean = 1.912, standard deviation = 1.128). The overall mean was mean was 3.672 with standard deviation standard deviation = 0.811).

This implies that, even though M&E team in Bomet Constituency is able to control activities surrounding the project funding and regular audits are done to monitor the usage of resources, the constituency office does not get regular updates on projects development. A study that was conducted by Singh Chandurkar and Dutt (2017) highlighted that monitoring and evaluation was the major driving factor in development projects. Besides, findings in the current study are in line with 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.
4.4.5 Performance

Table 4.6: Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The volume of projects handled to conclusion by the NGCDF has increased</td>
<td>0.0</td>
<td>0.0</td>
<td>1.8</td>
<td>33.3</td>
<td>64.9</td>
<td>4.632</td>
<td>0.517</td>
</tr>
<tr>
<td>b) The staff at the NGCDF embrace team work</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>50.9</td>
<td>49.1</td>
<td>4.491</td>
<td>0.500</td>
</tr>
<tr>
<td>c) Customer service has improved with strategic leadership</td>
<td>0.0</td>
<td>1.8</td>
<td>0.0</td>
<td>29.8</td>
<td>68.4</td>
<td>4.649</td>
<td>0.577</td>
</tr>
<tr>
<td>d) Our efficiency has improved</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>14.3</td>
<td>85.7</td>
<td>4.857</td>
<td>0.350</td>
</tr>
<tr>
<td>e) The rate of project success is on the rise in the constituency</td>
<td>0.0</td>
<td>0.0</td>
<td>5.3</td>
<td>35.1</td>
<td>59.6</td>
<td>4.544</td>
<td>0.594</td>
</tr>
<tr>
<td>f) Stakeholder satisfaction has improved</td>
<td>0.0</td>
<td>1.8</td>
<td>3.5</td>
<td>50.9</td>
<td>43.9</td>
<td>4.368</td>
<td>0.639</td>
</tr>
<tr>
<td>g) Value for the taxpayers money has been enhanced</td>
<td>0.0</td>
<td>0.0</td>
<td>12.3</td>
<td>24.6</td>
<td>63.2</td>
<td>4.509</td>
<td>0.704</td>
</tr>
<tr>
<td>h) The projects goal attainment has been achieved over time</td>
<td>0.0</td>
<td>0.0</td>
<td>3.5</td>
<td>47.4</td>
<td>49.1</td>
<td>4.456</td>
<td>0.564</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>0.0</strong></td>
<td><strong>0.4</strong></td>
<td><strong>3.3</strong></td>
<td><strong>35.8</strong></td>
<td><strong>60.5</strong></td>
<td><strong>4.563</strong></td>
<td><strong>0.556</strong></td>
</tr>
</tbody>
</table>

Regarding the performance of NG-CDF projects in Bomet East Constituency, results (as shown in Table 4.6) reveals that, the volume of projects handled to conclusion by the NGCDF has increased (mean = 4.632, standard deviation = 0.517). In addition, the staff at the NGCDF embrace team work (mean = 4.491, standard deviation = 0.500), and Customer service has improved with strategic leadership (mean = 4.649, standard deviation = 0.577).
Respondents also agreed that, their efficiency had improved (mean = 4.857, standard deviation = 0.350) with the rate of project success is on the rise in the constituency (mean = 4.544, standard deviation = 0.594). It was moreover disclosed that, stakeholder satisfaction has improved (mean = 4.368, standard deviation = 0.639), value for the taxpayers’ money has been enhanced (mean = 4.509, standard deviation = 0.704), and the projects goal attainment has been achieved over time (mean = 4.456, standard deviation = 0.564). The overall mean was 4.563 with a standard deviation of 0.556.

4.5 Inferential Findings

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

Table 4.7: Coefficient of Determination on the Relationship between Change Management Practices and Performance of NG-CDF

<table>
<thead>
<tr>
<th></th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.994a</td>
<td>0.989</td>
<td>0.988</td>
<td>0.057</td>
<td>1.830</td>
</tr>
</tbody>
</table>

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

Results in Table 4.7 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. The Hypotheses for the Durbin Watson test are:

\[ H_0 = \text{No first order autocorrelation} \]

\[ H_1 = \text{First order correlation exists.} \]
(For a first order correlation, the lag is one-time unit).

Table 4.8: Analysis of Variance of the Relationship between Change management practices and performance of NG-CDF projects

<table>
<thead>
<tr>
<th></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>14.645</td>
<td>4</td>
<td>3.661</td>
<td>1119.280</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>0.170</td>
<td>52</td>
<td>0.003</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>14.815</td>
<td>56</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

As shown in Table 4.8, 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 4.9: Regression Coefficients on the Relationship between Change management practices and performance of NG-CDF projects

<table>
<thead>
<tr>
<th></th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.676</td>
<td>0.150</td>
<td></td>
<td>4.501</td>
<td>0.000</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.288</td>
<td>0.075</td>
<td>0.295</td>
<td>3.829</td>
<td>0.000</td>
</tr>
<tr>
<td>Stakeholders’ involvement</td>
<td>0.270</td>
<td>0.042</td>
<td>0.310</td>
<td>6.508</td>
<td>0.000</td>
</tr>
<tr>
<td>Resources</td>
<td>0.122</td>
<td>0.021</td>
<td>0.246</td>
<td>5.732</td>
<td>0.000</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>0.194</td>
<td>0.055</td>
<td>0.177</td>
<td>3.516</td>
<td>0.001</td>
</tr>
</tbody>
</table>

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: $Y = 0.676 + 0.288X_1 + 0.270X_2 + 0.122X_3 + 0.194X_4$
CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the study, conclusion, and recommendation. The chapter also presents suggestions for further studies.

5.2 Summary of Findings

5.2.1 Leadership and Performance of NG-CDF Projects

From the findings, respondents strongly agreed that leaders in their constituency aim for quick wins that show progress is being made and that change is possible in the future this was indicated by a mean of 4.719 with a standard deviation of 0.554. At the same time, the leadership has built organizational culture change (mean = 4.684, standard deviation = 0.501) by being visionaries, champions and role models for change (mean = 4.561, standard deviation = 0.750). This is normally achieved through employees’ empowerment to make the vision happen despite obstacles (mean = 4.474, standard deviation = 0.752) including developing strategy and creating mission, as well as motivating people to achieve objectives (mean = 4.386, standard deviation = 0.585).

5.2.2 Stakeholders’ involvement and Performance of NG-CDF Projects

From the findings, respondents strongly agreed that, the constituency has involved the parent ministries in its change management (mean = 4.840, standard deviation = 0.463). In addition, employees in the constituency are kept informed and provided with messages and information that allow them to feel engaged (mean = 4.754, standard deviation = 0.571) with community views being considered by the NGCDFS office when commissioning projects (mean = 4.667, standard deviation = 0.684).
5.2.3 Resources and Performance of NG-CDF Projects

From the findings, the process for funds acquisition for the CDF projects is not complicated (mean = 4.833, standard deviation = 0.624) with the funds (NG-CDF) allocated to the constituency being adequate for the earmarked projects (mean = 4.561, standard deviation = 0.676). Respondents were also in agreement that, the constituency has enough land for intended projects (mean = 4.351, standard deviation = 1.068) and they somehow agreed that the constituency is allowed to source for external funding from other donors other than government (mean = 3.526, standard deviation = 1.215).

5.2.4 Monitoring and Evaluation and Performance of NG-CDF Projects

From the findings, respondents strongly agreed that M&E team is able to control activities surrounding the project funding (mean = 4.807, standard deviation = 0.511) while regular audits are done to monitor the usage of resources (mean = 4.772, standard deviation = 0.420). in addition, the initiation of projects is properly controlled (mean = 4.702, standard deviation = 0.457), with the reports by the M&E team being taken seriously (mean = 4.140, standard deviation = 0.867). Respondents were indifferent on how M&E team conducts various project audits (mean = 3.056, standard deviation = 1.079).

5.3 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 East Constituency. 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 projects.

5.4 Recommendations

The researcher recommends the following:

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 idea of NG-CDF ventures, the scientist suggests utilization of the most suitable and satisfactorily appropriate advancements. This would guarantee proficient and reasonable yield that meets the normal characteristics. Moreover, there is have to expand network mindfulness and support in the dynamic.

The investigation suggests working of the limit of water management advisory groups and reinforces the operational limit of NG-CDF staff. NG-CDF board of trustees and undertakings administrator ought to likewise guarantee workers of all units under their watch are taken through important and viable abilities and information improvement programs. These projects ought to be acted pair with workers’ degree of involvement to upgrade the degrees of duties, straightforwardness and responsibility.

5.5  Suggestions for Further Studies

The researcher recommends the following areas for further studies:

A study on change management practices should be extended to constituencies other than Bomet East. The scope should also be expanded to more than one constituency in order to reduce bias.

Other aspects of change management practices (besides leadership, stakeholders’ involvement, resources, and monitoring and evaluation) should also be evaluated at both component and composite levels

Effect of change management practices on performance should also be carried out on private sector and results compared with those of NG-CDF
REFERENCES


Kimaku, P. M. (2010). *Change management practices adopted by Barclays Bank of Kenya limited*; (Unpublished MBA Project), University of Nairobi


APPENDICES

APPENDIX I: INTRODUCTION LETTER

Lemarimpe N.Parsumpat,

Kenyatta University,

P.O. Box 43844-00100,

NAIROBI.

RE: Request to fill in the Questionnaire

Dear Respondent,

I am a graduate student at Kenyatta University, carrying out research on change management practices and performance of national government CDF funded projects in Bomet East constituency, Bomet County, Kenya. This is in partial fulfilment of the requirement of the Master of Business Administration degree program at the Kenya University.

Thank you.

Yours faithfully,

Lemarimpe
APPENDIX II: QUESTIONNAIRE

SECTION A: PERSONAL DETAILS

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

2. Your gender:  Male  Female

3. Please indicate the number of years you have worked with the DCI.
   (a) Less than 5 years (  )  b) between 5-10 years (  )
   c) Between (11-15 years (  )  d) Over 15 years (  )

4. Which ward do you belong to?
   Chemaner  Kipreres  Merigi  Longisa  Kembu  CDFC member

5. What is your highest educational qualification?
   Primary school  High school  College  Undergraduate  Post-graduate

SECTION B: Leadership and performance of the NGCDF funded 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 constituency leaders are visionaries, champions and role models for change</td>
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<tr>
<td>Leaders in the constituency are able to develop strategy, create mission, motivate people to achieve objectives</td>
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<td>Leaders in the constituency aim for quick wins that show progress is</td>
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59
being made and that change is possible in the future

The constituency leadership empower employees to make the vision happen despite obstacles

Constituency leadership has built organizational culture change

The constituency has line leadership that goes beyond the support of top management to ensure successful strategic change management

SECTION C: Stakeholders involvement and performance of NGCDF funded projects 7.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The constituency has involved the parent ministries in its change management</td>
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<td>Stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented</td>
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<td>Employees in the constituency are kept informed and provided with messages and information that allow them to feel engaged</td>
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<td>The constituency undertakes strategic change management through open and consultative manner which assists in effective implementation</td>
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<td>The community views are considered by the NGCDF office when commissioning projects</td>
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<td>The project teams are involved in decision making while undertaking project implementation</td>
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<td>The NGCDF office files returns with the government audit team</td>
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</table>

SECTION D: Resources and performance of NGCDF funded projects. 7.
### SECTION E: Monitoring and Evaluation

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The constituency has an M&amp;E team for NGCDF projects</td>
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<td>The constituency office gets regular updates on projects development</td>
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<tr>
<td>The M&amp;E team conducts various project audits</td>
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<td>The M&amp;E team is able to control activities surrounding the project funding</td>
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<td>Reports by the M&amp;E team are taken seriously</td>
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<td>Regular audits are done to monitor the usage of resources</td>
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<td>The initiation of projects is properly controlled</td>
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### SECTION F: Performance of NGCDF funded projects

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<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 volume of projects handled to conclusion by the NGCDF has increased</td>
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<td>The staff at the NGCDF embrace team work</td>
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<td>Customer service has improved with strategic leadership</td>
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<td>Our efficiency has improved</td>
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<td>The rate of project success is on the rise in the constituency</td>
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<td>Stakeholder satisfaction has improved</td>
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<td>Value for the taxpayers money has been enhanced</td>
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<td>The projects goal attainment has been achieved over time</td>
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