

**STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF THE
EMBAKASI NORTH CONSTITUENCY DEVELOPMENT FUND**

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DECEMBER 2017

DECLARATION

This research project is my original work and has never been presented for any degree in this or any university.

Signature.....Date.....

FRIDAH KUTEKHA OLUOCH

D61/72597/2014

I confirm that the work reported in this research project was carried out by the candidate under my supervision as university supervisor. This project has been submitted for examination with my permission as the supervisor.

Signature Date

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DEDICATION

This project is dedicated to my parents Mr. John Oluoch and Mrs. Alice Atsango Oluoch to whom I owe so much. I highly cherish your love, encouragement, support, and guidance throughout all these years. Above all, thank you for believing in me and more so, training me to believe in myself.

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First and foremost, I would like to give thanks to my Lord and Saviour Jesus Christ. All this would not be possible if it were not for His grace. Indeed, I can do all things through Christ who strengthens me.

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ABSTRACT

In the modern world, most states especially those in the south are shifting on their development strategies from the top-bottom approach into the bottom-up approach. Kenya is no exception. In 2003 there emerged an act of parliament that declared that 2.5% of the national revenue should be channeled directly to the constituencies with an aim of poverty eradication at the grass roots level and ensuring that there is equalization of development levels across the country. This fund was managed by the sitting members of parliament who were given the sole authority of handpicking the committee members who were to manage the CDF funds. These CDF committees were so controversial in that they were accused of embezzlement, corruption, marginalization and high handedness. In the advent of the new constitution which brought in devolved governments. The CDF act was amended in 2013 to realign with the principles of the new constitution. The management of the CDF committees were altered to include the area senator, the representatives of national government, various sectorial groups in the society such as women, youths, persons with disabilities among others. In 2015 the high court ruled that the CDF is unconstitutional since it contravenes the tenets of the new constitution. Therefore it was converted into a national government programs fund allocated to constituencies. Its management committees were clearly defined and the sitting members of parliament acted as patrons of the fund. However despite all these changes there are rampant cases of corruption, marginalization, lack of transparency, embezzlement in utilization of these fund. This makes it hard for the fund to achieve its purpose. The study will adopt the management theory that will guide the study. This study will attempt to examine the role of Constituency CDF committees in managing this fund and Embakasi north constituency will be the case study. The study will adopt the descriptive survey design as the research design, it will also adopt the purposive sampling as its sampling technique, the study will further have a target population of CDF committee members, residents of Embakasi north, opinion leaders in Embakasi north, civil society organizations that have operations in Embakasi north, as well as the area members of the county assembly. The study will rely on both the primary and secondary sources of data collection. The study will also adopt the content analysis as its data analysis technique. Finally the study will adhere to all the ethical considerations of research.

ABBREVIATIONS

NG-CDF	National Government Constituency Development Fund.
CDF	Constituency Development Fund
IEA	Institute of Economic Affairs
GOK	Government of Kenya
RBV	Resource Based View Theory
LPC	Least Preferred Co-worker scale

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Pearce and Robinson (2007) noted that any organization that adopts strategic management practices has a higher chance of growing and increasing on its performance and output comparing to that organization which does not employ the strategic management practices. This is because once an organization expands to have huge resources, different levels of management and dynamism in the environment which it operates, it becomes difficult for such an organization to remain true to its goals or set objectives, besides these, there are other challenges which are unforeseen that emerges during the process of formulating as well as implementing their projects. The management of such an organization therefore must be psychologically organized to deal with the unforeseen challenges.

The study will adopt three theories of strategic management which includes the Resource Based theory which argues that an organization is likely to prosper as a result of its internal attributes as opposed to the external factors, Contingency theory which states that there is no better style of management that can be prescribed to an organization, each case requires a unique style of management, as well as the Agency theory which advocates for the balancing of individual interests and the organizational interests. These theories will act as lenses in which will guide the study and give a clear understanding of the different variables under the study.

The Embakasi North constituency development fund in Kenya was introduced in with a major aim of poverty reduction and ensuring economic development as well as sustainable development. According to the Kenya National Audit Office report of the Auditor general on the financial statements of the CDF Embakasi North constituency (2016), the Auditor general noted that the management of the CDF funds in Embakasi North constituency faced a number of challenges that included, lack of supporting documents that were attached to show payments for the purposes of reviewing as well as verification, had lower capacity of absorption of the channeled, These flaws that were pointed out by the Auditor general reinforce the complaints that most constituents in all the four wards in Embakasi North have been raising during the electioneering period. It is therefore upon this background that this study aims at critically analyzing the role of the management committee of the Embakasi North Constituency in ensuring economic development in the constituency.

1.1.1 Strategic Management Practices

The term strategy according to Thomson (2007) refers to the game plan adopted by an organization in order to achieve its short term as well as long term goals. This game plan is usually in terms of decision making with a view of gaining an advantage or an edge over other competitors or the existing environment. A good strategy in Chesbrough's view (2006) is that which helps an organization to clearly understand both the existing circumstances under which the organization operates as well as be able to predict the future circumstances. Strategic management practices according to Johnson 2008 refers to the decisions made and the adopted game plan by an organization that are reflected through the process of formulating and implementing the said game plan in order to attain the vision or the ultimate goal of the said

organization. The major aim of the study is to identify both the vision and the mission of the national government constituency development fund as well as examining how the funds of the said organization are managed in order to assess on its performance.

Thomson and Strickland (2003) proposes three major stages of managing projects and funds. the first strategy is the conceptual framework that gives the context in which a plan is framed, defined in terms of the mandate, functions, the need of the plan as well as the methodology that was adopted in coming up with the plan. The second stage is the situations, circumstances and the internal as well as the external environment that affects the organizations vision, goals, principles, values as well as the organizations strengths, weaknesses, opportunities and the challenges. The final stage is that of analyzing the performance of the various projects that are implemented.

1.1.2 Organizational Performance

Miller (1997) acknowledged ten factors were essential to efficaciously implementing strategic decisions which predisposed performance. They are: propitiousness, assembling, specificity, structural facilitation, backing, familiarity, priority, flexibility, cultural receptivity and resource availability. His study also came up with the factors that have the greatest substantial impact on the accomplishment of strategy implementation that impacts performance were backing, cultural receptivity, assembling, backing, specificity and propitiousness. When the factors are not properly affiliated it leads to strategic implementation challenges thus poor performance of projects.

Ireland and Hickson (2003) identified variables which have a significant effect on the victory of strategy implementation that affects performance and they assembled them into two groupings that signify two distinctive methods to successful strategy implementation that is the experience-based approach and the readiness-based approach. The variables signifying experienced-approach were to evaluate ability, familiarity, resourcing, acceptability, and specificity, while the variables representing readiness-based approach were structural facilitation, primacy and receptivity. This study advocated that organizations have two options to follow for effecting the strategies that is the planned option which was experienced-based and the prioritized option.

The indicators of performance of any organization can be both financial indicators and non-financial indicators. These indicators may include the cost of doing a project, the time a project takes to be completed and the quality of the project in relation to the cost. The other non-financial indicators are the impact that the project has on the community (William 2014).

1.1.3 The National Government Constituency Development Fund of Kenya

According to the NG-CDF board report of 2016 more than 85000 different projects have been completed across the country in all the constituencies since the beginning of CDF over 200billion Kenya shillings has been disbursed to constituencies for development. This has caused huge effects in many sectors such as education, health (6%), water 11% in the education sector students have received bursaries to study, in health sector many health facilities have been constructed and equipped. There has also been idea of tapping of community labor in the construction of the CDF projects.

EACC report 2016 noted that misappropriation of CDF fund has been on the rampant increase, for instance CDF bursaries have high levels of corruption and many unethical practices. This is in addition to the many projects that are not worth the cost. This view is supported by Zena (2012) who observed that many projects were adopted and implemented without people's involvement and participation the said projects. This made the projects not to succeed because they lacked public support.

1.1.4 Embakasi North Constituency CDF

Embakasi North constituency was created in the year 2012. It is one of the new constituencies that were recently created by the Independent Electoral and Boundaries Commission. It was carved out of the larger Embakasi constituency in Nairobi City County. It has a population of 181,388 people. It is approximately 5.5 sq. KM. It is currently represented by Hon. James Gakuya Mwangi. Embakasi North constituency faces a number of visible challenges that includes poor infrastructure, poor sanitation, dilapidated roads, drug and substance abuse, high rates of unemployment, illiteracy, dilapidated schools, hospitals as well as poor sewerage systems. According to the Kenya National Audit Office report of the Auditor general on the financial statements of the CDF Embakasi North constituency (2016), the Auditor general noted that the management of the CDF funds in Embakasi North constituency faced a number of challenges that included, lack of supporting documents that were attached to show payments for the purposes of reviewing as well as verification. This means that the validity and completion of most expenditure was difficult to be confirmed, secondly the constituency through its management committee had lower capacity of absorption of the channeled funds, this is because despite the constituency receiving funds, it was slow in completing the projects on time hence a lot of funds were being returned to

the treasury. Another challenge that was pointed out by the Auditor general was that there was biased allocation of the bursary funds and not all the allocated bursaries were disbursed to the said needy students. The auditor general continued to note that in his further analysis a number of issued cheques were unrepresented, some cheques were canceled as well as reversed to the constituency CDF account without valid supporting documents, approval or any explanation.

These flaws that were pointed out by the Auditor general reinforce the complaints that most constituents in all the four wards have been raising during the electioneering period. It is therefore upon this background that this study aims at critically analyzing the role of the management committee of the Embakasi North Constituency in ensuring economic development in the constituency.

1.2 Research problem

The top-level management of the CDF which is the national government expects the constituency development fund communities to devise new strategies of conducting on their affairs and cause a great impact on the lives of citizens at the grassroots. The concept of strategic management practices was adopted by the Kenyan government in 2003 through the performance contracts introduced to all the state officers and the public servants (GOK report 2003). The major reason for this practice is to attain efficiency and give Kenyan taxpayers value for their money. This is achieved through a number of practices besides this practice.

Strategic management practices include among others strategic analysis, strategic formulation, strategic implementation as well as strategic evaluation. Embakasi North constituency is one of the most popular's constituencies in Nairobi City County, it also hosts a number of slum areas such as Kariobangi and parts of Dandora. The constituency is marked with high rates of youth unemployment, insecurity, poor infrastructure as well as ignorance and disease. Therefore in order for the NG-CDF to turn around the lives of these constituents. It must embrace strategic management practices in order to increase on its performance.

Several studies have been done on the concept of strategic management of the CDF; however most of them have given recommendation of carrying out a further research in strengthening the existing knowledge of strategic management in the public sector. For instance (Kurgat 2015) carried out her research on strategic management practices and its challenges in Nandi county government, Kariuki(2011) did her research on strategy implementation on performance of Gachoka constituency CDF, Katami, Omwano and Sr Lucy Wanza 2015 carried out their research on challenges of strategy implementation on performance of Marakwet West constituency CDF, other studies have focused on strategic management practices on Safaricom Company, and various non-governmental organizations, but no study has ever focused on urban constituencies such as in Nairobi city county. It is upon this background that this study seeks to answer the following question. What are some of the strategic management practices that have been adopted by Embakasi North constituency CDF committee to enhance performance?

1.3 Research Objectives

- i) To identify the Strategic Management Practices that has been adopted by the Embakasi North CDF.
- ii) To determine the influence of the strategic management practices on the performance of Embakasi North CDF.

1.4 Value of the Study

This study will serve to strengthen the resource-based theory (RBV) which argues that in order for any organization to succeed, it needs to put its house in order. In other words the success of any organization is determined by how best it organizes itself internally. This study will strengthen the theory by ensuring that only qualified individuals who are skilled in the management sector are tasked with the responsibility of managing these funds so that the fund meets its set objectives both long-term and short term.

This study will be useful for the CDF management committee of Embakasi North constituency as it will give them general information and ideas of what strategic management practices are. It should be noted that both the national governments and county governments are appreciating the importance of strategic management in their day-to-day activities. This study will act as an insight to the CDF committee Embakasi North constituency on strategic management practices and how the influence on performance.

This study will also be useful to the policy makers especially the national government in the ministries of finance and devolution, members of parliament and the board of members of the national government CDF board. The findings and the

recommendations made in this study will help to strengthen the existing policies on CDF and identify policy loopholes and attempt to seal those loopholes.

Finally this study will be useful to the practicing managers in various organizations and institutions both public as well as private. This is because the study will generate new knowledge on proper way of formulating, designing, implementing and evaluating the results of various projects. It will boost on their management skills and enhance their knowledge on strategic management practices.

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

This chapter will advance various arguments on management practices and its weaknesses. Besides this will also examine the arguments of three theories of strategic management practices such as RBV theory, the contingency theory and the agency-based theory. The chapter will further deal with the concept of strategic management practices and their performance. Finally the chapter will conclude by giving a summary of the knowledge gap in a tabular form.

2.2 Theoretical Foundation

A number of theories offer understandings into the validation underlying the strategic management practices and performance of the Embakasi North Constituency Development Fund, they include The Resource-Based View theory, contingency theory and agency theory.

2.2.1 The Resource Based theory

Lynch 2009 notes that the RBV theory states that organization strength lies in its domestic resources and not its outside environment. This refers to those unique quantities and attributes that the organization has unlike the rest. This theory was advanced by Wernerfelt 1984. It argues that resources are the ingredients that an organization injects in its business cycle. These resources are divided into three major groups namely, physical capital, human capital as well as organizational capital. A combination of the above groups is what gives the organization necessary capacity to deal with the emerging challenges in the process of implementing its strategies. Therefore what differentiates most organizations in terms of their performances are

the different resources and different capacities that the organizations have and not the external environment (Crook 2008).

This theory is relevant to this study because the Embakasi North CDF committee is well organized and well remunerated, besides these their work has been clearly out by the NG-CDF Act of 2016. how the CDF committee can take advantage of their capabilities, knowledge, expertise and experience in order to prudently manage the CDF resources to spur economic development, other human resource skills is based on employee behavior, organizations control systems, knowledge management. The only challenge that the committee remains with is to tap into the expertise, knowledge, experiencing and personal attributes of all the committee members to take advantage of their combined capabilities to turn around the lives and fortunes of the people of Embakasi North constituency. The only weakness of the theory to this study is that the CDF committee is not an organization as such and its motive is not to make profits but it prudently manage, the allocated funds so that they spur development that will positively impact on people's lives.

2.2.2 Contingency Theory

This theory was propagated by Fred Fletcher 1964; the theory assumes that there is no best style of management that can be prescribed for organizations, because of the existence of many internal and external challenges organizations experience. The management style that an organization adopts will be influenced by the situation at hand. However this theory argues that the management attributes that a leader has will to help the organization to attain its vision given the circumstances.

The theory advances three major issues that will influence the organizations leaders' style of management the relationship between the leader and his juniors in an organization. Secondly the employee's job description as well as the power of a leader

enjoys a good rapport with his juniors, where job description of employees is clear and where the leader has disciplinary power over his juniors. The organization is likely to perform highly and the reverse is true.

Other issues that influence an organizations level of performance according to this theory includes size of the organization, the type of technology that the organization adopts, the leadership and the management style as well as the flexibility of the organization in changing or adapting a strategy. Finally the theory suggest at least preferred co-worker scale (LPC) whereby a leader's performance is measured to determine whether he is task-oriented or relationship oriented, employees are rated and evaluated and once a leader spends time engaging his employees, chances of high performance of that organization are high.

The theory is relevant to this study because it's practical and important to all the organization because each constituency CDF committees experiences different situations and challenges that are unique to the other constituencies across the country. The theory does not prescribe any form of management as the best. Also the theory offers a standard way of evaluating the level of performance the LPC scale. This evaluation of the organizations is relevant to this study because the CDF committees performance has to be evaluated basing on its achievements and the impact that the projects they have designed, formulated and implemented as well as evaluated has had on the lives of the ordinary citizens.

However this theory has a number of weaknesses, namely the major assumption of this theory is that all the situations of an organization are unique. If this was the general case, then leadership and management styles will be through intuition and self-judgment. There has to be some standards operating procedures that must be laid down. Secondly besides the LPC scale of measuring performance, the evaluation of

the performance of CDF committees must employ both financial and non-financial measures.

2.2.3 Agency Theory

This theory advances the idea of organizing the relationship between the managers and the shareholders of an organization. In this case the shareholders hire the managers who will act as agents to perform the duties and implement ideas that the shareholders want. The theory argues that these two groups usually have vested interests that are parallel and most oftenly conflictual, either the managers will work against the shareholders weaknesses or the shareholders will be demanding too much from the managers.

The theory has set out an evaluation measures of the relationship between the two which is the 'Agency loss' standards these standards is used to relate the shareholders wishes against the managers performance. For example when managers have been consistent with implementing ideas and performing the duties that are in line with the wishes of the shareholders, the agency loss is zero. If the managers do what is contrary to the wishes of the shareholders demand too much from the managers than what they are able to deliver, the agency loss is equally high. This theory is relevant to the study in a big way in that the performance of the Embakasi North CDF committee in line with the constituents can be measured using the standards of the agency loss. The theory also informs policy making in that the policy makers of the NG-CDF board must be crucial in ensuring the CDF managers at the constituency level enjoys a good relationship with the constituents at all the grassroots. The other advantage of this theory is that it ensures that the shareholders in this case the Embakasi North constituents must remain vigilant on what the CDF managers are doing so that they determine whether their activities are in line with their needs and priorities or not.

The major weaknesses of this theory is that it assumes so much that people or groups whether it's the managers or the shareholders always have selfish interests, it's not always there. Secondly there is the issue of conflict of interest. This theory does not address the issue of conflict of interest among some organization managers. The Embakasi North CDF committee has been riddled with widespread allegations of conflict of interest by some committee members over certain projects.

2.3 Strategic Management Practice and Performance

Strategic management practices according to Lumpkin and TYLOR (2005) states that strategic management practices deals with both the short term and the managers of an organization must remain true to the to the ultimate goal of an organization while struggling to meet the current needs of the organization. Strategic management practices demands that there must be a balance between an organization efficiency and effectiveness in the organization performance, this means that resource allocations must be done wisely in a way that it does not hurt the organization from achieving on its ultimate goal. Finally the organization top leadership should make strategic decisions. This is because the top-leadership has the capacity to fully grasp the effects that a decision has on the organizations survival and performance in general.

2.3.1 Strategic Formulation

This refers to the art and science of an organization in designing on its vision, mission, objectives and methods or ways that the company will use in achieving their ultimate goals, vision and mission (Hunger and Wheelen 2008). These policies will guide the managers in conducting and guiding the operations of the organizations so that the organization may not deviate from its original goal. Porter 1985 warns that organization must have the primary strategies and alternative strategies to act as

options in case the primary strategy was failed to achieve the company's overall objective. However he strictly forbids the practice of adopting the two strategies at the same time.

2.3.2 Strategic Implementation

Thomson (2007) observes that strategic implementation refers to the idea of translating ideas, visions and objectives of an organization into tangible actions that will transform the organization to attain its goal. The author acknowledges the fact that strategic implementations the most challenging activity in a life of any organization because it is the stage that encounters unforeseen challenges. It is also a stage where a multiple of managerial decision making activities are needed the organization has to overcome all the emerging challenges in order to remain true to its objectives. Mullins (1999) notes that among the issues to be considered during strategic implementation include marketing, procurement activities, human resource and information systems that match as well as ensuring that all factors of production are well arranged and priorities be set in a right manner. This means that resources have to be identified, availed and channeled in the right areas.

2.3.3 Strategic Evaluation and Control

Hill and Jones 2012 refers to strategic control as the practice of monitoring a particular strategy that is under implementation and finding out the challenges that it encounters as well as adjusting the said strategy in order to continue yielding the best results for the organization. Therefore strategic control assists the strategy to realize a high level of performance. According to Freeman 2010 strategy evaluation serves the function of rating the performance of a particular strategy that was employed and has been implemented. Therefore evaluation of the strategies aim at finding out whether the strategy realized its objects, whether the plans and whether the implementation

process of a strategy was properly done. Freeman 2010 argues that strategic evaluation is not always done unless the leadership of the organization has changed hands or there has been misappropriation of the organizations finances. This is because any strategy that is properly done does not need any evaluation because the strategy will solve the problem and not the other way round. Strategic evaluation will also serve to find out whether there is consistency in implementing the formulated objectives, vision and mission of the organization.

2.4 Summary of the Knowledge Gap

Ochieng (2013) studied on the challenges of strategy implementation in CDF in Kisumu County. The purposes of the study were to identify the challenges of implementation of CDF in Kisumu Town West and to identify how the committee is dealing with the challenges. The findings indicated that challenges in strategy formulation, poor organizational structure and leadership style and Overlapping of duties were the major challenges in implementation of strategies. The major restraint of the study was on the aspect that the study was only based in Kisumu county hence a methodological weakness. In addition the study was focused on the county government and not a CDF.

Jemtai (2014) investigated on Strategic management practices and challenges at Nandi county government. The objective of the study was to identify strategic management practices implemented by Nandi County. The findings indicated that strategy formulation, strategy implementation and strategy planning are the practices adopted in the county. An inadequate fund was the major challenge affecting implementation of these strategies at Nandi County.

Muchiri (2014) studied on Drivers of effective project performance on national government CDF projects in Kiambu County. The objectives of the study were to

ascertain the link between management skills of project managers and performances of CDF projects. The results of the study indicated those management skills, public participation, enough resources, proper regulations are key in ensuring high performances of CDF. The major limitation of the study was it covered a narrow scope of Kiambu County.

From the studies above no study has been done on strategic management practices in Nairobi City County. This study therefore seeks to fill the research gap in existence by doing a study on Embakasi North Constituency Development Fund, which is a popular constituency within Nairobi County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study will adopt the case study method whereby Embakasi North constituency will be studied to represent the rest of the constituencies. The research will also use the descriptive research design where large populations will be investigated using a small sample.

3.2 Data Collection

The study will adopt the primary sources of data collection and the information will be obtained from the respondents. Primary data will be obtained through self-administrated questioners. The target population of this study will be Embakasi North constituency office staffs. These respondents will be critical in giving out necessary information for study.

3.3 Data Analysis

Qualitative data will be derived from the interviews conducted from key respondents and from open ended questioners, how data will be examined and analyzed to establish its accuracy, usefulness as well as its completeness. The process of analyzing available data will involve analytically penetrating, organizing, organizing and breaking the data into convenient units, manufacturing and looking for patterns amid the variables.

Data will be presented inform of tables, bar graphs, pie-charts as well as script narration. In terms of data analysis, the study will adopt content analysis as whereby qualitative data obtained will be compared and related to the quantitative data obtained, and then an interpretation will be made and put in a script narration.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter contains the various findings of the study with respect to the objectives of the Study. This section has presented the findings on strategic management practices adopted by Embakasi North CDF and the relationship between strategic management practices and performance. The purpose of the study was to determine the strategic management practices adopted by Embakasi North CDF and how the strategies influenced performance. The respondents were the top management staff in Embakasi North CDF office. The questionnaires were self-administered by the researcher and follow-ups through phone calls done. The various respondents were explained of the importance of the study, the information obtained and its importance to the researcher. By so doing, it ensured a 100% response rate. A response rate of 50% is considered adequate, 60% good and above 70% rated very good (Mugenda & Mugenda, 2003). The response rate for this study was 92% and was considered very good and hence the researcher proceeded for data analysis.

4.2 Background Information

The study intended to have a grasp of the basic background information of the respondents working at Embakasi North CDF. The study gathered data on various aspects of staff at Embakasi North CDF's top management in order to evaluate the relationship between the information gathered on their experience, education level and the correlation to the data sought on the strategic management practices and performance of Embakasi North Constituency CDF. Under the background information, the information sought was on the experience in terms of years the

respondents have been working at the CDF office in Embakasi North Constituency.

The findings of the study are as discussed below:

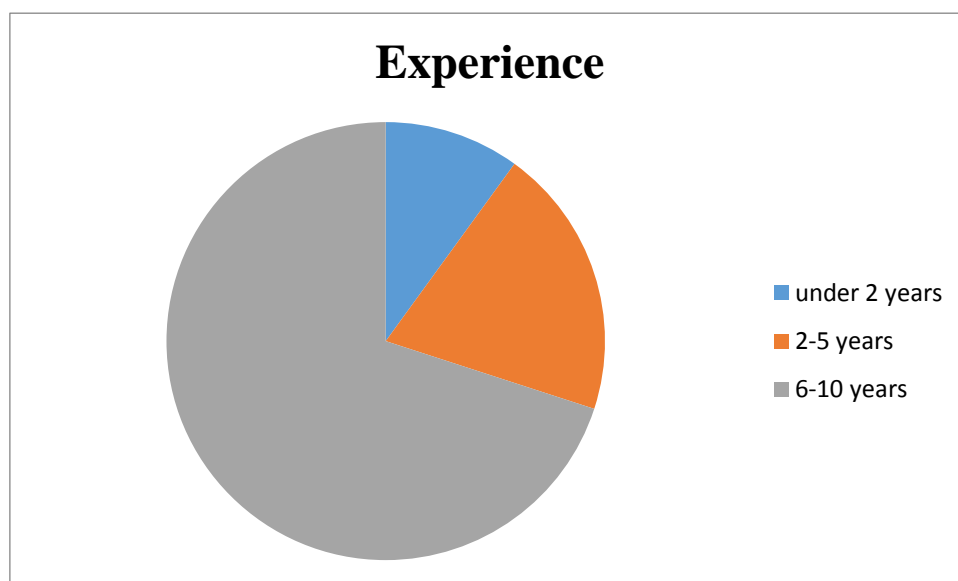
Frequency Table

Table 4.1 Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid under 2 years	1	11.1	10.0	10.0
2-5 years	2	22.2	20.0	30.0
6-10 years	7	77.7	70.0	100.0
Total	11	100.0	100.0	
Missing System	7	38.9		
Total	18	100.0		

Source: Research Data, 2017

Figure 4.1: Experience



Source: Research Data, 2017

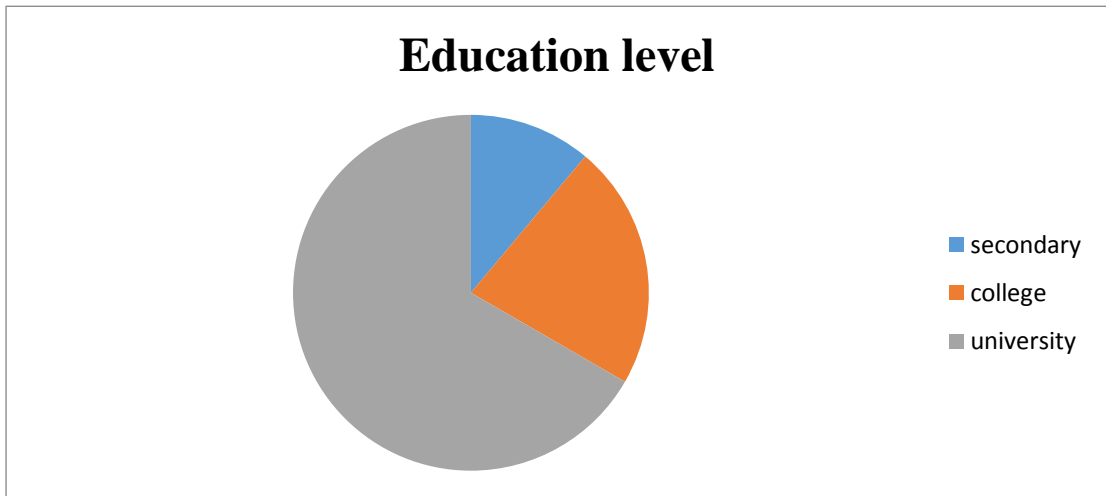
From the data gathered, the results indicated that most of the respondents had worked in the CDF office for a period between 6-10 years indicating a 70% followed by a 20% of the respondents who have worked for 2-5 years and 10% of the respondents having worked under two years duration. From these findings the researcher ascertained that most of the top management staff in Embakasi North Constituency CDF had adequate experience of over five years and indication that they were involved in the formation of a strategic plan and had adequate knowledge of the various strategic management practices sought out by the researcher. Besides that long experience in the firm was an indication that they would adequately and correctly provide the information on how the various Strategic management practices affect performance of Embakasi North Constituency CDF.

Table 4.2 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	secondary	1	10	10.0	10.0
	College	3	30	30.0	40.0
	university	6	60	60.0	100.0
	Total	10	100	100.0	
Missing	System	8	44.4		
Total		18	100.0		

Source: Research Data, 2017

Figure 4.2: Educational Level



Source: Research Data, 2017

The study sought to find out information on the education level of the respondents. From the findings, the study ascertained that 60% of the respondents had studied to university level. 30% of the respondents had studied to college level and 10% of the respondents had basic secondary education. The results indicated that no respondent had primary level education, masters' level education or PHD education. From the results indicated above the researcher established that over 50% of the top management staff at Embakasi Constituency office had adequate knowledge on the study being sought since they had university education level and had knowledge on the strategic management practices.

4.3 Strategic management Practices

This section sought to determine whether the respondents had knowledge on the strategic management practices adopted by Embakasi constituency CDF. Strategic management practices are situational analysis, environmental scanning, formulation practices, implementation practices, and evaluation and control practices.

Table 4.3 Knowledge on Strategic Management Practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	44.4	80.0	80.0
	no	2	11.1	20.0	100.0
	Total	10	55.6	100.0	
Missing	System	8	44.4		
Total		18	100.0		

Source: Research Data, 2017

Figure 4.3: Knowledge on Strategic Management Practices



Source: Research Data, 2017

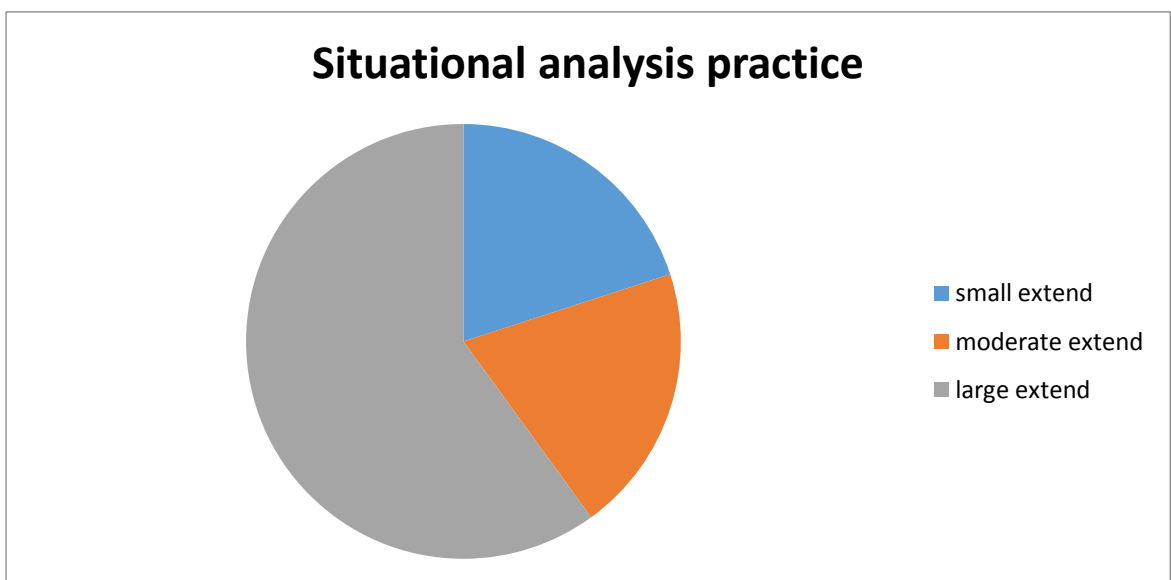
The researcher sought to find out if the respondents had any knowledge on the strategic management practices. From the findings the study established that 80% of the staff in Embakasi CDE projects had adverse knowledge on strategic management practices. Only 20% of the respondents had no knowledge on strategic management practices. This was a good indication that geared the researcher towards the study on the strategic management practices since the respondents were aware of what strategic management practices were.

Table 4.4 Situational Analysis

	Frequency	percentages
Not at all	0	
small extend	1	10
moderate extend	1	10
large extend	3	30
very large extend	5	50
Total	10	100

Source: Research Data, 2017

Figure 4.4: Situational Analysis Practice



Source: Research Data, 2017

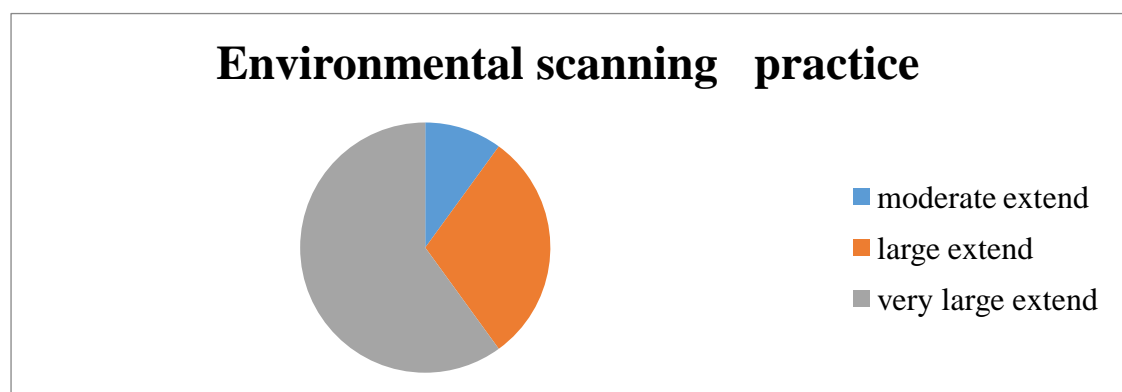
The researcher sought to find out the various strategic management practices adopted by Embakasi North CDF constituency office. From the findings the study ascertained that most of the respondents agreed to the fact that Situational analysis as a strategic management was adopted by Embakasi North CDF indicated by a 50% of the respondents who strongly agreed to the fact that situational analysis is crucial as a strategic management practice to a large extent, 30% agreed that situational analysis had been implemented to a moderate extent and only 20% ascertained that it had been adopted to a small extent. Besides none had stated that it has not been implemented or had been implemented to a small extent indicated by 0%. From this findings it was established that situational analysis as a strategic management practice had been adopted by Embakasi North CDF office.

Table 4.5 Environmental Scanning

	Frequency	Percentages
Not At All	0	0
Small Extend	0	0
Moderate Extend	1	10
Large Extend	3	30
Very Large Extend	6	60
Total	10	100

Source: Research Data, 2017

Figure 4.5: Environmental Scanning Practice



Source: Research Data, 2017

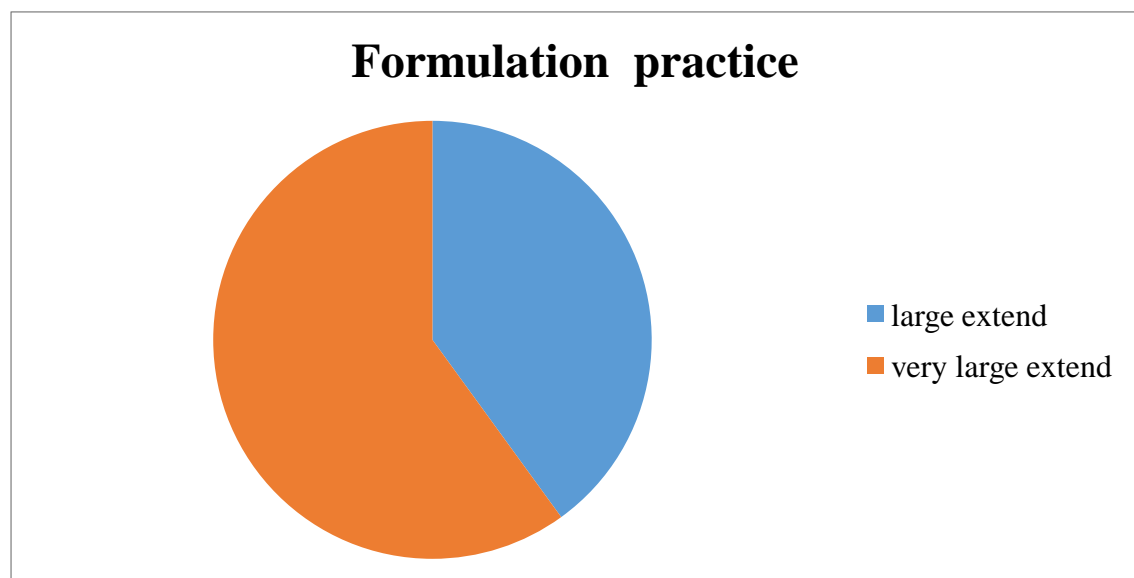
The respondents were required to ascertain the level to which environmental scanning as a strategic management practice has been adopted at Embakasi CDF office. The results indicated that majority of the respondents agreed to the fact that environmental scanning as a strategic management practice had been adopted as a practice in Embakasi CDF with a response rate of 60% agreeing that it has been adopted to a very large extend .Besides 20% of the respondents agreed that it had been adopted to a large extend with only 10% of the respondents agreeing that it had been adopted to a moderate extent.

Table 4.5 Formulation practices

	Frequency	percentages
Not at all	0	0
small extend	0	0
moderate extend	0	0
large extend	4	40
very large extend	6	60
Total	10	100

Source: Research Data, 2017

Figure 4.6: Formulation Practice



Source: Research Data, 2017

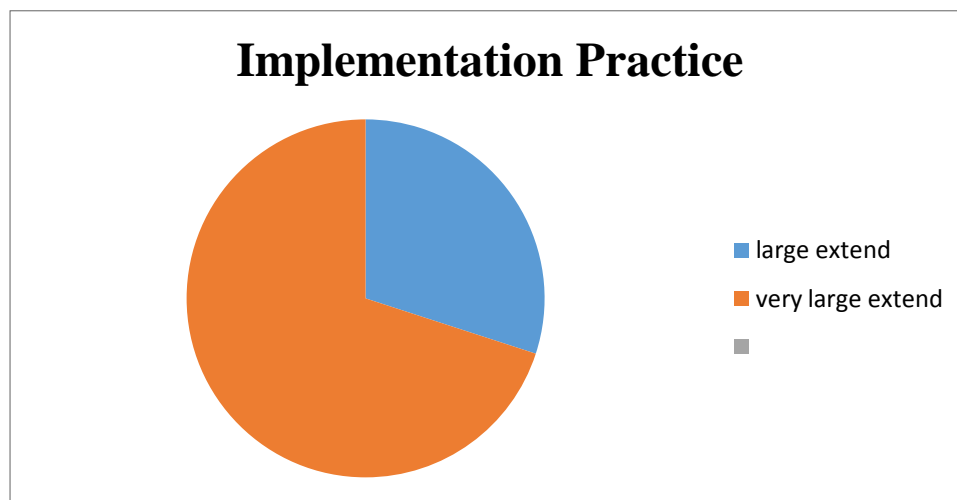
From the findings it was ascertained that majority of the respondents indicated that strategy formulation as a practice had largely been adopted by the Embakasi North office as indicated by a frequency of 6 respondents which was represented by 60% agreed that formulation as a practice had been adopted by Embakasi North Constituency CDF office and 40% of the respondents agreeing to the fact that it had been implemented to large extend.

Table 4.6 Implementation Practices

	Frequency	percentages
Not at all	0	0
small extend	0	0
moderate extend	0	0
large extend	3	30
very large extend	7	70
Total	10	100

Source: Research Data, 2017

Figure 4.7: Implementation Practice



Source: Research Data, 2017

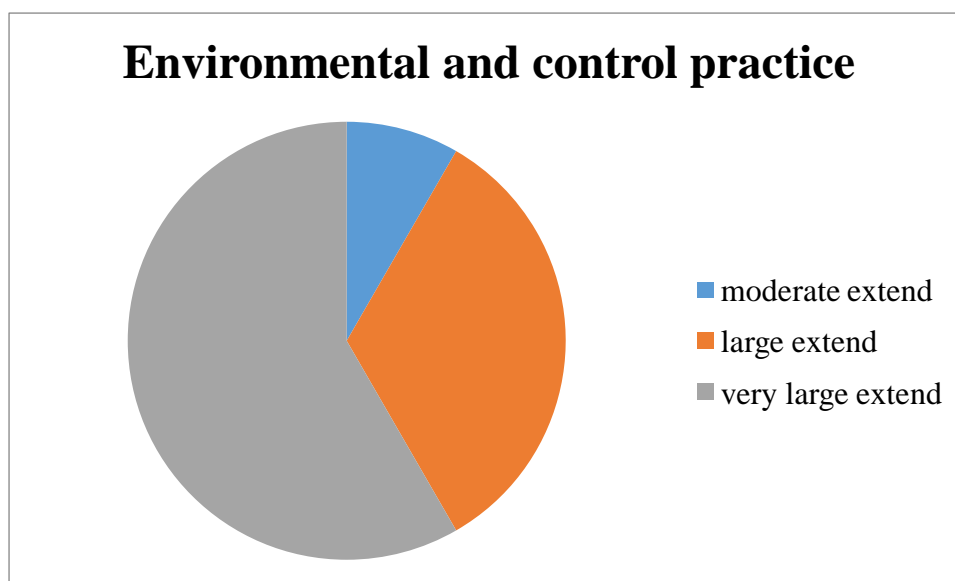
The respondents were asked the extent to which implementation of strategies as a practice has been adopted by Embakasi North CDF. Large number of respondents indicated that implementation of strategies as a practice has been implemented at Embakasi to a great extent indicated by 70% besides the other respondents indicated by a 30% agreed that to a large extent they believed that implementation practices have been adopted in the Embakasi North CDF office as a strategic management practice.

Table 4.7 Evaluation and Control Practices

	Frequency	percentages
Not at all	0	0
small extend	0	0
moderate extend	1	10
large extend	4	40
very large extend	6	70
Total	10	100

Source: Research data 2017

Figure 4.8: Environmental and Control Practice



Source: Research Data, 2017

The respondents were asked on the level to which evaluation and control had been implemented as a strategic management practice in Embakasi CDF office. The results of the study ascertained that evaluation and control as a practice had been highly adopted by the Embakasi North CDF. From these findings we can conclude that all the strategic management practices had been adopted by Embakasi North CDF project indicted by 70% of the respondents agreeing to the fact that percentage levels of acceptance by the respondents to a very large extent that they had been implemented in their strategic management process. Besides, 20% of the respondents ascertained that it had been implemented to a large extend finally only 10% agreed that it had been implemented to a moderate extent.

Table 4.8 Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Situational analysis	10	13	17	15.00	1.414	2.000	.295	.687
Environmental scanning	10	12	15	13.40	1.174	1.378	.041	.687
Formulation practice	10	13	17	15.00	1.414	2.000	.295	.687
Implementation practices	10	18	22	19.60	1.578	2.489	.820	.687
Evaluation and control practice	10	13	15	13.90	.568	.322	.691	.687
Valid N (listwise)	10							

Source: Research Data, 2017

From the findings above it indicated that all the practices had been adopted by the Embakasi constituency North CDF. This was indicated by a mean of 15 for situational analysis practice, a mean of 13.4 for environmental scanning practice, mean value of

15 for formulation practice, a mean of 19.60 for implementation practice and a mean of 13.90 for evaluation and control practice. In addition the findings indicate that implementation as a practice had been greatly adopted by the office as indicated by the highest value of 19.60 as the mean as compared to the other practices.

4.4 Strategic Planning Practices and Performance

In strategic management process, there are various practices that are adopted by a firm to ensure that the set goals and objectives in the strategic plan are met .In order to achieve these, various strategic management practices are adopted .These practices include situational analysis, environmental scanning, formulation of strategies practices, strategy implementation practices and evaluation and control practices. The strategic management process is usually dynamic and is affected by changes in the environment whereby a change in one component can lead to changes in the other components. There is need of adoption of strategic management practices in order to achieve good performance by firms.

The second objective of the study was to determine the impact of strategic management practices adopted by the Embakasi CDF on organization performance. To accomplish this, multiple regression analysis was used where organization performance was regressed against strategic management practices adopted by Embakasi constituency North CDF. Organization performance was measured by a quality of projects, customer satisfaction, costs and timeliness in service delivery. Besides correlation was carried out to indicate the impact of the various strategic management practices on performance at Embakasi constituency North CDF. The various measures of performance used were costs, quality of projects and customer

satisfaction. To ascertain this regression analysis and correlation analysis was carried out. The findings are as indicated below:

Table 4.9: Correlation Matrix

		Perfor mance	Situational analysis	Environmen tal scanning	Formulati on practice	Implementati on practice	Evaluation and control
Situational analysis	Pearson correlation	0.055 0	1.00				
	Sig.2- tailed	0.006 1					
Environme ntal scanning	Pearson correlation	0.152 0	0.002	1			
	Sig.2- tailed	0.000 1	0.8540				
Formulatio n practice	Pearson correlation	0.671 0	0.0880	0.5220	1		
	Sig.2- tailed	0.007 1	0.4800	0.6543			
Implement ation practice	Pearson correlation	0.460 0	0.1520	0.6549	0.4600	1	
	Sig.2- tailed	0.000	0.4080	0.5220	0.0034		
Evaluation and control	Pearson correlation	0.561 0	0.4610	0.0888	0.6801	0.8800	1
	Sig.2- tailed	0.006 3	0.0048	0.0025	0.0453	0.5220	

a. Dependent Variable: Organization Performance

Source: Research Data, 2015

From the results on the correlations between the various strategic management practices, the results indicated that there exists a positive relationship between the variables indicated by positive values of Pearson Correlation. From the results above,

it was established that 0.0550 is the correlation coefficient value and 0.0061 is the p-value of situational analysis as a practice. This positive coefficient value indicates that there exists a positive relationship between situational analysis and organizational performance. The positive coefficient implies that situational analysis has positive effect on organization performance. An increase or implementation of situational analysis as a practice leads to an increase in performance of the organization. Besides the 0.0061 as the p-value is less than 0.05 an indication that the influence of situational analysis as a practice is statistically significant at 95% confidence level.

Environmental scanning from the results had 0.1520 value as the correlation coefficient and a p-value of 0.0001. It is an indication that environmental scanning has a positive relationship to performance of the Embakasi CDF. In conclusion implementation of situational analysis as a strategic management practice will result to improved organizational performance of the Embakasi CDF. Besides a p-value of 0.0001 is less than a significance level of 0.005 hence an indication that the influence of environmental scanning as a practice is statistically significant at 95% confidence level

Strategy formulation as a strategic management practice showed a significant value of 0.0071 and a related correlation coefficient value of 0.6710. This implies that formulation of strategies as a strategic management practice has a positive impact on the performance of the Embakasi North CDF. This is due to the positive correlation coefficient value between formulation practice and organizational performance. The 0.0071 as the p-value has an indication that Formulation as a strategic management practice is statistically significant at a significance level of 95% since it is less than 0.005.

Strategy implementation and organization performance had a coefficient of correlation of 0.4610. Besides the significance level was at 0.0000 which is less than 0.005 an indication that implementation as a strategic management practice is statistically significant at 95% significance level. A correlation coefficient level of 0.4610 indicates that it affects performance of the Embakasi North CDF positively. In conclusion this implies that an increase/adoption of implementation practice as a strategic management practice by the Embakasi North CDF results in an increase in overall performance of the firm.

Evaluation and control indicated a correlation coefficient level of 0.5610. From the results it indicates that evaluation and control is positively correlated to performance. An indication that an adoption of evaluation and control as a strategic management practice results to a positive or increase in the level of performance of the Embakasi North CDF .A p-value of 0.0063 shows that evaluation and control as a strategic management practice is very important and it is statically significant indicated by a significance level less than 5% which is at 95% significance level.

Table 4.10: Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Performance (Constant)	24.426	15.546	.978	13.13	.000
Situational analysis	0.104	.173	.231	.603	.579
Environmental scanning	0.167	.437	-.126	0.381	.722
1 Formulation practices	0.120	0.0920	-.515	-1.727	.159
Implementation practices	2.8330	2.2100	-0.1210	1.2820	.203
Evaluation and control practice	1.2760	0.2680	-0.4520	4.7620	.000

a. Dependent Variable: performance

Source: Research Data, 2017

From the findings, it was established that the model coefficients were 0.104 for situational analysis, 0.167 for strategy environmental scanning, 0.120 for formulation practices, 2.8330 for implementation practices and finally 1.2760 for evaluation and control. The positive coefficients in the model ascertain that they both had an impact on organizational performance with implementation practice attributing to a higher effect on performance as compared to other strategic practices.

Table 4.11 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta				Upper Bound
1. (Constant)	32.639	7.466		4.371	.007	13.446	51.831
Situational analysis	-.258	.204	-.338	-1.268	.261	-.781	.265
Environmental scanning	1.183	.330	1.285	3.589	.016	.336	2.030
Implementation practices	-.330	.167	-.482	-1.970	.106	-.760	.101
Evaluation and control practice	-1.198	.709	-.630	-1.690	.152	-3.021	.625

a. Dependent Variable: Performance

Source: Research Data, 2017

Table 4.12: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	.755	.560	.717

a. Predictors: (Constant), evaluation and control practice, implementation practices, Situational analysis, Environmental scanning

Source: Research Data, 2017

From the findings, situational analysis, environmental scanning formulation practices, implementation and evaluation and control as the various strategic management practices were found to affect performance positively .This was indicated by the values of R square which is coefficient of 0.86.Besides the values of coefficient of determination of 0.755 have an indication that the various strategic management practices have a positive impact on a substantial 75% of organizational performance at Embakasi North CDF .From this it was ascertained that 75.5% of the performance in the Embakasi North CDF was highly affected by the various strategic management practices which were situational analysis, environmental scanning formulation practices, implementation and evaluation and control .Besides only 16% of performance is not predetermined by the various strategic management practices. From these results it could be concluded that to a very great extent, strategic management practices have a positive impact on performance at Embakasi Constituency North CDF

Table 4.13:Analysis of the Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.70	5	42.706	17.255	.000 ^a
	Residual	19.33	4	2.417		
	Total	43.64	9			

From the findings, situational analysis, environmental scanning formulation practices, implementation and evaluation and control as the various strategic management practices were found to affect performance positively .This was indicated by the values of R square which is coefficient of 0.86.Besides the values of coefficient of

determination of 0.755 have an indication that the various strategic management practices have a positive impact on a substantial 75% of organizational performance at Embakasi North CDF .From this it was ascertained that 75.5% of the performance in the Embakasi North CDF was highly affected by the various strategic management practices which were situational analysis, environmental scanning formulation practices, implementation and evaluation and control .Besides only 16% of performance is not predetermined by the various strategic management practices. From these results it could be concluded that to a very great extent, strategic management practices have a positive impact on performance at Embakasi Constituency North CDF

4.5 Discussion

The study had two objectives; the first objective was to ascertain the various strategic management practices adopted by Embakasi North CDF office. To ascertain this, the respondents were required to state to what extends the various strategic management practices had been adopted by the Embakasi North CDF. The results indicated that to a large extend the office had adopted the various strategic management practices .This was indicated by the results of the findings which indicated that more than 50% of the respondents had knowledge on the strategic management practices .Specifically, 50% agreed that situational analysis had been adopted the organization, 60% of the respondents ascertained that environmental scanning in the strategic management process was adopted by the CDF, 70% of the respondents agreed to the fact that they had adopted implementation of strategies as a strategic management practice in Embakasi North CDF and finally 60% of the respondents agreed to the fact that evaluation and control as a strategic management practice had been implemented in

the CDF office. Besides the descriptive statistics indicated that all the strategic management practices had a positive mean value which was an indication that strategic management practices had been implemented to a great extent.

The second objective of the study was to establish the impact of strategic management practices on performance of the Embakasi North CDF office. To achieve this objective, correlation analysis was used. From the results above, it was established that 0.0550 is the correlation coefficient value and 0.0061 is the p-value of situational analysis as a practice. This positive coefficient value indicates that there exists a positive relationship between situational analysis and organizational performance. The positive coefficient implies that situational analysis has positive effect on organization performance. An increase or implementation of situational analysis as a practice leads to an increase in performance of the organization. Besides the 0.0061 as the p-value is less than 0.05 an indication that the influence of situational analysis as a practice is statistically significant at 95% confidence level.

Environmental scanning from the results had 0.1520 values as the correlation coefficient and a p-value of 0.0001. It is an indication that environmental scanning has a positive relationship to performance of the Embakasi CDF. In conclusion implementation of situational analysis as a strategic management practice will result to improved organizational performance of the Embakasi North CDF. Besides a p-value of 0.0001 is less than a significance level of 0.005 hence an indication that the influence of environmental scanning as a practice is statistically significant at 95% confidence level Strategy formulation as a strategic management practice showed a significant value of 0.0071 and a related correlation coefficient value of 0.6710. This

implies that formulation of strategies as a strategic management practice has a positive impact on the performance of the Embakasi CDF. This is due to the positive correlation coefficient value between formulation practice and organizational performance. The 0.0071 as the p-value has an indication that Formulation as a strategic management practice is statistically significant at a significance level of 95% since it is less than 0.005.

Strategy implementation and organization performance had a coefficient of correlation of 0.4610. Besides the significance level was at 0.0000 which is less than 0.005 an indication that implementation as a strategic management practice is statistically significant at 95% significance level. A correlation coefficient level of 0.4610 indicates that it affects performance of the Embakasi CDF positively. In conclusion this implies that an increase/adoption of implementation practice as a strategic management practice by the Embakasi CDF office results in an increase in overall performance of the firm.

Evaluation and control indicated a correlation coefficient level of 0.5610. From the results it indicates that evaluation and control is positively correlated to performance. An indication an adoption of evaluation and control as a strategic management practice results to a positive or increase in the level of performance of the Embakasi CDF. A p-value of 0.0063 shows that evaluation and control as a strategic management practice is very important and it is statically significant indicated by a significance level less than 5% which is at 95% significance level.

These findings were similar to that of Lawal et al. (2012) who found that adoption of strategic management techniques improved the performance and relative standing of

organization. Also, Otieno (2013) found that organizations perceived strategic practices were very important to the future success of organization and performance. Also, David (1997) concluded that companies that had successfully adopted strategic management practices had succeeded and improved their profit reports as well as increased their customer base and their market share.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Summary of the study, conclusions established from the study, recommendations are what made up this chapter. This chapter goes further to discuss the various limitations of the study.

5.2 Summary

The main purpose of these study was to ascertain the various strategic management practices that have been implemented by Embakasi North Constituency CDF office .Besides the other purpose of the study was to determine the correlation between strategic management practices and performance of The study sought to determine the strategic management practices adopted by Embakasi North constituency CDF office .The findings of the study ascertained that Embakasi North Constituency CDF office had adopted strategic management practices which were situational analysis, environmental scanning, implementation practices and evaluation and control practices. This was indicated by a positive mean value for all the five strategic management practices. Situational analysis had a mean of 15.0 and a frequency of 50% an indication that to a large extend, situational analysis had been adopted to a great extent by Embakasi constituency North CDF office. Environmental scanning from the findings had a mean value of 16.4 and percentage level of 60% an indication that from the responses that environmental scanning had been adopted by Embakasi North constituency CDF office. Besides formulation practice had well adopted by the firm as implied by the results indicating a mean of 15.0 and a % response rate of 50%.Implementation as a strategic management practice had been well adopted by the

firm as indicated by a mean value of 19.4 and a frequency level of 70%. Evaluation and control indicated a mean value of 13.40 and a frequency level of 60% hence it showed that it had been implemented in the firm as a strategic management practice.

Environmental scanning from the results had 0.1520 value as the correlation coefficient and a p-value of 0.0001. It is an indication that environmental scanning has a positive relationship to performance of the Embakasi North CDF. In conclusion implementation of situational analysis as a strategic management practice will result to improved organizational performance of the Embakasi North CDF. Besides a p-value of 0.0001 is less than a significance level of 0.005 hence an indication that the influence of environmental scanning as a practice is statistically significant at 95% confidence level.

Strategy formulation as a strategic management practice showed a significant value of 0.0071 and a related correlation coefficient value of 0.6710. This implies that formulation of strategies as a strategic management practice has a positive impact on the performance of the Embakasi North CDF. This is due to the positive correlation coefficient value between formulation practice and organizational performance. The 0.0071 as the p-value has an indication that Formulation as a strategic management practice is statistically significant at a significance level of 95% since it is less than 0.005.

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From the findings, situational analysis, environmental scanning formulation practices, implementation and evaluation and control as the various strategic management practices were found to affect performance positively .This was indicated by the values of R square which is coefficient of 0.86.Besides the values of coefficient of determination of 0.755 have an indication that the various strategic management practices have a positive impact on a substantial 75.5% of organizational performance at Embakasi North CDF .From this it was ascertained that 75.5% of the performance in the Embakasi North CDF was highly affected by the various strategic management practices which were situational analysis, environmental scanning formulation practices, implementation and evaluation and control

5.3 Conclusion

CDF offices in Kenya over the past ten years have proved to be beneficial to the Kenyan economy based on the fact that they offer school fees facilities to the various students that are needy both in the primary and secondary schools .Besides they offer financing to construction of schools, roads among other amenities .By so doing there is need for strategic tool in ascertaining the future plans for the various projects to be carried out for a certain period of time. Besides there is need for adoption of strategic management practices to facilitate effective implementation of the set goals and objectives of the firm. Based on this study ,it concludes that Embakasi North CDF had to a large extent adopted various strategic management practices. There is need for situational analysis of various situations, and circumstances as the initial practice in strategic management. In addition environmental scanning both internal environment and external environment to understand the situations and circumstances surrounding the organizational activities. Besides the respondents agreed to the fact that the CDF office needs to formulate various strategies to help in facilitate meeting of various objectives, set plans for a financial year and in order to ensure customer satisfaction, high quality in the projects sought, timeliness in delivery of services and high level of flexibility. Implementation practices were very crucial to ensuring the various set strategies are implemented. Evaluation and control was also important in ensuring that the set strategies are well implemented.

The study concludes that adoption of strategic management practices has a positive impact on performance in that it results to increase in the levels of customer satisfaction, improved timeliness in completion of the set projects; it ensures

timeliness in meeting customer needs among others. This finding was similar to those of previous studies like Njeri (2015) ascertained that adoption of strategic management practices by SMEs have positive impact on performance. Lawal et al. (2012) who found that adoption of strategic management techniques improved the performance and relative standing of organization

5.4 Recommendations

The study sought to determine the strategic management practices adopted by top one Embakasi North CDF office and their influence on performance. The results of the study ascertained that Embakasi North CDF office had adopted various strategic management practices which included situation analysis, strategy formulation, implementation and control. Besides the study found out that strategic management practices had a positive effect on performance. The study highly recommends that all staff should be involved in the implementation of strategies, their formulation and all the general strategic management process. That is to say that the top management of CDF offices should strive to ensure that this process of strategic management is all inclusive from the lower level employees to senior .The study further recommends that various measures should be put in place to ensure that the office adopts and implements strategic management practices. This can be done by carrying out detailed and accurate situational analysis, involvement of consultants and all employees in strategy formulation, ensuring implementation of strategy is participatory and continuously reviewing the strategies implemented by firms

5.5 Implications for Theory Building

Strategic management encompasses formulation and implementation of the key objectives and initiatives taken by the top management of a company on behalf of shareholders, built on consideration of resources and valuation of the internal and external environments in which the organization competes. Strategic management offers overall direction to the enterprise and entails identifying the organization's objectives, evolving policies and plans intended to accomplish these goals, and therefore assigning resources to accomplish the plans. Academics and practicing managers have established several models and contexts to assist in strategic decision making in the context of complex environments and competitive dynamics. Strategic management is not stagnant in nature; the models regularly include a response loop to observe / and inform the next round of planning.

5.6 Limitations of the Study

Empirical and theoretical literature on strategic management is intense. However, empirical literature on the relationship between strategic management practices and organization performance is limited both internationally and in Kenya. Therefore, this study was limited by inadequate literature in generation of study model and study variables for comparison. This study focused on Embakasi North CDF office. Therefore, the results of this study are limited to Embakasi North CDF office and may not necessarily be applicable in other SMEs. The study was also limited by the fact that it was sensitive to the respondents' feelings and some responses could not be verified. However the questions were designed to minimize the risk by ensuring that the questions were not leading and adoption of likert scale. The study was also limited by the methodology applied where the researcher extensively relied on qualitative

data collected using the questionnaire. While the respondents were thoroughly explained for the need to provide accurate information, the same could not be guaranteed. Further, primary data had to be coded to enable analytical analysis; a process which is usually very subjective. However, accuracy and consistency in the coding process was ensured. The study also gathered data relating to strategic management practices at one point in time and not over period of time.

5.7 Suggestions for Further Research

This study was limited by lack of adequate empirical literature on the relationship between strategic management practices and organization performance. This study therefore recommends that a repeat study to be done to confirm the results. Different variables could be used as control variables with different measures of strategic management practices. The study was limited to Embakasi CDF office where the researcher sought to determine the strategic management practices adopted by the firms and how they influenced organization performance. Further research could be carried to determine how strategic management practices adopted by other private and public organizations influence organization performance. Further research could also be carried out to determine the strategic management practices adopted by large private hospitals that have excelled. The study used primary data collected at one point in time and hence its accuracy could not be assured. The study therefore recommends that a similar study be done but using data collected over period of time. Mean responses collected every year could be used in which case; errors due to the various factors relating to the respondents would be overcome.

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APPENDIX I: QUESTIONNAIRE

University of Nairobi

School of Business

Research Questionnaire

Dear respondents, this questionnaire is for data gathering on the strategic management practices and operational performance in Embakasi CDF.

The research is purely for academic purpose and will only be used for that purpose.

General Instructions

You can write your name or choose not to.

The questionnaire has three sections, please try and complete all the sections

Please tick where appropriate and write your answer where there is no option as applicable.

Section I (General Information)

1. What is your position in the organization?

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2. For how long have you worked in your organization?

Under 2 years 2–5 years 6–10 years over 10
years

3. What is your level of education?

Primary Secondary College Undergraduate
Master Doctorate

5. Do you have knowledge about strategic management practices?

Yes No

6. Do your colleagues know about strategic management practices?

Yes No

SECTION 2 Assessment of Strategic Management Practices Adoption at Embakasi CDF office

II. To what extent has your company adopted the following strategic management practices ?

Please indicate on a Scale of 1 – 5 where: 1 = No Extent; 2 = Small extent; 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent

NO	STRATEGIC MANAGEMENT PRACTICES ASSOCIATED WITH PERFORMANCE	1	2	3	4	5
1	Situational analysis					
	The constituency does the external or internal market analysis identify key strengths, weaknesses, opportunities and threats to the business?					
	The constituency office periodically gather and analyze data about the market and other external or internal factors which affect its operation and business					
2	Enironmental scanning					
	The constituency ensures that all critical emerging environmental issues are identified					
	The constituency scans the internal and external environment using tools like PESTEL and SWOT ANALYSIS before					

	coming up with strategies					
3	Formulation Practices					
	The constituency provide resources earmarked specifically for strategic management planning					
	The constituency comes up with various strategies to help in the meeting of their goals and mission after every five years					
4	Implementation Practices					
	The constituency has various objectives which are met by implementation of the set objectives					
	The constituency ensures that the set strategies are met and as per the set time limits					
	The constituency ensures that the various personnel deployed for each task in what is to be done as per the strategies ensures that the works are done perfectly .					
5	Evaluation and control Practices					
	The constituency sets clearly defined and measurable performance targets for each strategic management plan element					
	The constituency conducts perception surveys to gauge staff and customer satisfaction					

	The constituency evaluates the performance of various projects implemented and as per the set objectives and strategies					
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PART C: STRATEGIC MANAGEMENT PRACTICES AND

ORGANIZATIONAL PERFORMANCE OF EMABKASI CDF

To what extent does these strategic management practices affect performance of the stated variables as indicated

Please indicate on a Scale of 1 – 5 where: 1 = No Extent; 2 = Small extent; 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent

SUPPLY CHAIN MANAGEMENT PRACTICE ASSOCIATED WITH PERFORMANCE	Organisational performance measures	1	2	3	4	5
1 Situational Analysis Practices	Reduces costs of operation					
	Ensures timeliness in customer service					
	Improves customer satisfaction					
	Improves quality of projects done by the CDF projects					
	Improves the living standards of the communities in Embakasi					
2. Environmental scanning	Reduces costs of operation					

	Ensures timeliness in customer service					
	Improves customer satisfaction					
	Improves quality of projects done by the CDF projects					
	Improves the living standards of the communities in Embakasi					
3. Formulation Practices	Reduces costs of operation					
	Ensures timeliness in customer service					
	Improves customer satisfaction					
	Improves quality of projects done by the CDF projects					
	Improves the living standards of the communities in Embakasi					
4. Implementation Practices	Reduces costs of operation					
	Ensures timeliness in customer service					
	Improves customer satisfaction					
	Improves quality of projects					

	done by the CDF projects					
	Improves the living standards of the communities in Embakasi					
5 Evaluation and control Practices	Reduces costs of operation					
	Ensures timeliness in customer service					
	Improves customer satisfaction					
	Improves quality of projects done by the CDF projects					
	Improves the living standards of the communities in Embakasi					