

**CHALLENGES OF STRATEGY IMPLEMENTATION IN
CONSTITUENCY DEVELOPMENT FUND: THE CASE OF KISUMU
TOWN WEST CONSTITUENCY**

BY

KUMOTIA MATENDECHERE ISAIAH

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DECLARATION

This project is my original work and that this document has not previously, in its entirety or in part, been submitted for an academic qualification in any other University.

Signed.....Date.....

Kumotia Isaiah Matendechetre

D61/70355/2008

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

Signed..... Date.....

Mr. Alex Jaleha

Department of Business Administration, School of Business,

University of Nairobi.

DEDICATION

I dedicate this project to my mother Stella Ambetsa and late father Dickson Kumotia for their early efforts in preparing me for my education and giving me the drive and ambition to pursue my education to this level; and my former Principal Mr. Hector Sutherland for his effort in paying my school fees in high school.

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I express my sincere gratitude to all those who directly or indirectly contributed to the successful completion of this project. It is by God's love and grace that this project has been successfully completed. I give thanks to the Lord God for His faithfulness, grace and favour and for granting me returning health that has helped me have this work done to completion.

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I am indebted to my employer, the Insurance Company of East Africa and particularly my colleagues at the Kisumu branch office who always came to my support during the difficult time of combining work and studies.

If this research contains anything valuable, it is the collective work I did with the individuals and institutions mentioned above and I share the credit with them all. I take full responsibility for any errors, omissions and distortions that the reader may find in this research work.

ABSTRACT

A review of the literature on strategy implementation reveals that there is a wide range of challenges of strategy implementation. This research project focused on a case study of the challenges of strategy implementation in Constituency Development Funds at Kisumu Town West constituency. The purpose was to identify the challenges of strategy implementation and to establish how the constituency was coping with the challenges.

Data was collected from the constituency and analysed. Interviews were conducted within the management committees that are implementing the strategic plan at the constituency, based on Okumus strategy implementation framework of 2003. The model comprises the strategic content, strategic context, operational processes and outcome. The results of the study indicated that the constituency faces a number of challenges in strategy implementation. The key areas where challenges were identified included mainly the strategy formulation process where the study indicated that it was not fully participatory. Organizational structure and leadership were also pointed out as major challenges to strategy implementation. Members of the CDF committees operate with no regard to the structure and normally overlap in their roles. The leadership although committed to implementing the strategy has not succeeded in rallying the support of all the LDCs to strategy implementation.

Communication, resource allocation and the human resource which comprise the operational factors were also identified as major challenges. There are no proper

communication channels that can ensure information reaches the grassroots effectively. Strategy implementation is further hampered by inadequate resources. The allocation from the CDF Board is not enough to meet the demand in terms of the projects to be implemented. Hiring of the human resource is haphazard and appointing people to serve in the CDFC is based on political alignment. A proper reward and support system to motivate personnel involved in strategy implementation is lacking. There is a common practice of flouting the policies and rules that are supposed to guide the management of the CDF funds. The result has been lack of consensus on project implementation in certain areas of the constituency which affects development.

Although these challenges are being addressed through appropriate measures, the biggest challenge remains inadequate funding which can be addressed by increasing the CDF allocation and mobilizing resources from other development partners and the local community. It is recommended that a further research be conducted on the best practices adopted in the implementation of the strategic plans. This will bring out issues on transparency and accountability and whether the current CDF structures ensure efficient implementation of the fund.

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LIST OF ABBREVIATIONS

CDC	Constituency Development Committee
CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
CEO	Chief Executive Officer
CFC	Constituency Fund Committee
DPC	District Projects Committee
D.O	District Officer
DRC	Democratic Republic of Congo
ECK	Electoral Commission of Kenya
FPE	Free Primary Education
GoK	Government of Kenya
KTW	Kisumu Town West
KRA	Kenya Revenue Authority
LATF	Local Authority Transfer Fund
LDC	Location Development Committee
MP	Member of Parliament
NGO	Non Governmental Organization
NMC	National Management Committee
PMC	Project Management Committee
SBU	Strategic Business Units
TQM	Total Quality Management

CHAPTER ONE: INTRODUCTION

1.1 Background

Strategy implementation is an area in which many organizations experience problems and at the same time evidence suggests that it is a vital part of corporate success. Although numerous studies acknowledge that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation, strategy implementation has received less research attention than strategy formulation (Eppler, Yang, Guohui, 2008). It can be argued that in an increasingly global world with highly turbulent business environments and convergence between industries, the ability to execute a given strategy in a flexible and efficient approach becomes even more important. Thus the sustainable survival of a business is difficult to achieve without the ability to implement effective strategies for dynamic business environments (Hitt, Ireland and Hoskisson, 2005). Due to the importance and challenges of implementation to organizations brought about by the ever changing business environment, more research in this area has continued to be carried out especially on the challenges of strategy implementation.

Strategy implementation is a Strategic Management concept which is now being emphasized in both private and public organizations. It is now being applied in the management of Constituency Development Funds (CDF), which is a recent concept in Kenya. The CDF was established to help decentralize development planning to the grassroots. It is now a requirement that CDF in all constituencies must have strategic plans and the main focus is on implementing these plans. However there are many factors that influence the success of strategy implementation, ranging from the formulation of the strategy and the people who communicate or implement the strategy to the

systems or mechanisms in place for co-ordination and control. The question is how we can better understand these factors and their importance for successful strategy implementation. Many models have been developed to try and address this question. In this study the researcher will investigate the challenges of strategy implementation at Kisumu Town West Constituency arising from these factors based on the Okumus strategy implementation framework. This framework holistically takes a comprehensive view to evaluate content, context, process and outcome factors in a complex environment (Okumus, 2003).

1.1.1 Strategy Implementation

Harrington (2006) defined strategy implementation as an iterative process of implementing strategies, policies, programs and action plans that allow a firm to utilize its resources and to take advantage of opportunities in the competitive environment. It is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives. Noble (1999) looks at strategy implementation from a people perspective and argues that implementation is a multi-faceted, complex process of communication, interpretation, adoption and enactment of strategic plans.

According to Obara (2006), strategy implementation starts with formulating the organization vision and mission; that is, the purpose, philosophy, and goals. Both internal and external analysis is important in this process and should be conducted. The internal analysis reflects the firm's internal conditions and capabilities (Strengths and weaknesses) while the analysis of the organization's external environment helps to identify the opportunities and threats to the organization. Based on the results of the analysis, a set of long term objectives and grant strategies that will achieve the

objectives are selected. This is followed by developing annual objectives and short term strategies. Implementation of strategic choices is done by matching people with task, structure, culture and traditions, policies and rules, technology, funds, reward and support systems.

According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. Thus it is not enough just to develop strategies; efforts must be made to have clear and consistent guidelines for action. Strategy implementation includes the full range of managerial activities associated with putting the chosen strategy into place, supervising its pursuit and achieving the targeted results. Okumus (2001) pointed out that factors that can be identified as common for strategy implementation are strategy development, environmental uncertainty, organizational structure, culture, leadership, operational planning, resource allocation, people, communication and control. These are the factors that influence strategy implementation.

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work, that is, implementing it– is even more difficult (Hrebiniak, 2006). According to Eppler et al (2008), after a comprehensive strategy has been formulated; significant difficulties usually arise during the subsequent implementation process and as pointed out by Yaabs (2007) implementation challenges arise both from internal and external environments. Customer needs, technology and business environment are frequently changing and organizations have continued to plan and develop new strategies and flexibly adapt to the new environments. Even with rigorous planning, a new strategy often encounters various problems and challenges in its implementation

(Mintzberg, 1994). To avoid unnecessary failures, Obara (2006) suggested that the strategy developed should be matched with implementation plans.

1.1.2 Constituency Development Funds in Kenya

The Constituency Development Fund (CDF) was established in 2003 through the CDF Act passed in 2002 (and revised in 2007) by Parliament (GoK, 2003a). The aim of the fund was to control imbalances in regional development and it targets all the constituency level projects. The CDF is under the Ministry of Planning, National Development and Vision 2030. The Fund has an annual budgetary allocation of 2.5% of the total government's ordinary revenue although a motion to increase this allocation to 7.5% was passed by Parliament in 2007 (Obuya, 2008). 75% of the fund is allocated equally to all the 210 constituencies in Kenya and the allocation of the remaining 25% of the fund is based on the Constituencies' poverty levels such that the poorer ones get more funding (Mwagwabi, 2008). The CDF essentially provides additional resources for development at the local level by channeling money to constituencies under the management of Members of Parliament (MPs).

The CDF is managed through institutions created under the CDF Act 2003. These institutions include the Constituency Fund Committee (CFC), the Board of Management of CDF (the Board), the District Projects Committee (DPC), the Constituency Development Fund Committee (CDFC) and the Project Management Committee (PMC) (GoK, 2003a). The CFC is a CDF Parliamentary Committee which oversees implementation of CDF through policy and legislative framework (Gikonyo, 2008). Gikonyo (2008) goes on to point out that under the revised CDF Act 2007, the National Management Committee (NMC) was renamed the Board of Management of CDF (the

Board) and its powers and responsibilities slightly changed. The Board is a corporate body comprising of 17 persons and owns all CDF property. It is responsible for national coordination of CDF while the DPC coordinates and harmonizes the development projects and is responsible for procurement where contracts exceed Ksh.10 million.

Under the revised CDF Act 2007, the Constituency Development Committee (CDC) was renamed the Constituency Development Fund Committee (CDFC). CDFC comprises of 16 members who are appointed by the sitting Member of Parliament (MP). The committee ranks projects in order of priority and is also responsible for the management and implementation of CDF Projects at the Constituency level. A fund Manager is seconded to the CDFC by the Board and is allowed to sit in the CDFC meetings but cannot vote. The fund Manager is the custodian of all records and equipment and maintains a record of all receipts and disbursements for every project in the constituency. The CDF Act 2007 recognizes the Project Management Committee as the committee responsible for implementation of a project at the constituency level (GoK, 2003a).

CDF is helping provide services to communities that for many years did not benefit substantially from government services (Mwagwabi, 2008). In particular, basic services like health care, good roads and schooling are now being made available through CDF. In this regard, if the CDF initiative is properly implemented, it can play a significant role in the achievement of the Vision 2030 objectives, which are overly geared towards enhancing economic growth and poverty reduction. Given the importance of this Fund in local development, it is critical to strengthen its institutional, design and implementation aspects. This will be instrumental in enhancing the efficiency in the

utilization of funds and reinforcing CDF implementation by promoting citizens participation in CDF processes and activities (Kimani, Nekesa, Ndungu, 2009).

1.1.3 An Overview of Kisumu Town West Constituency

Kisumu Town West (KTW) constituency lies at the heart of Kisumu City in the newly created Kisumu East District. The constituency is home to the administrative headquarters of Nyanza Province and other regional bodies like the Lake Victoria Basin Commission. It is the most cosmopolitan constituency in the entire Western Kenya Region. According to the Kisumu Town West Constituency Strategic Plan (2008 – 2012), as at 2008, the population of the constituency was estimated at 150,335 people with an estimated 10% growth rate and as at 2007, the constituency occupied about 360.2 sq kilometers with 117,000 registered voters. These results may change when the results of the 2009 census are released.

Kisumu Town West constituency serves as a key gateway to East Africa and the hinterland of Rwanda and the Democratic Republic of Congo (DRC) by road and through Lake Victoria waters. Besides the water resource which is a key economic driver in the area, the constituency has good infrastructural network especially in the urban KTW. The Constituency is also set to play host to the third international airport whose construction is underway and which is expected to increase the area's economic fortunes owing to the opportunities that come with it. It has potential in agricultural production like fish farming, poultry and horticulture along side other micro and macro ventures. It hosts five universities, several middle level colleges, 30 secondary schools and 60 primary schools and has over 20 health facilities spread across it (Kisumu Town West Constituency Strategic Plan, 2008 – 2012).

1.2 Statement of the Problem

Sustainable survival of a business is difficult to achieve without the ability to implement effective strategies for dynamic business environments (Hitt, Ireland and Hoskisson, 2005) and as noted by Nobble (1999b), the best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented. Effective strategy implementation is therefore key to the success of any organization. In Kenya, effective strategy implementation is being emphasized especially in the public sector, for example, in Constituency Development Fund (CDF) which was established with the main aim of decentralizing development planning to the grassroots and to reduce regional imbalances in development (Obuya, 2008). A case study of Bahari Constituency CDF on enhancing constituency development accountability revealed that implementation factors are a major challenge on the efficient use of the funds (Mwagwabi, 2008).

A number of research studies have been undertaken in the area of strategy implementation. For instance Musyoka (2001), carried out a study on the challenges faced in strategy implementation at the Jomo Kenyatta Foundation, a publishing firm. He found out that changes in the macro – environment, poor policies and industry forces were the major challenges. Obara (2006) undertook a study on the challenges in strategy implementation at the Electoral Commission of Kenya (ECK). His findings were that poor organization structure, leadership, culture and traditions combined with lack of effective systems and procedures were the major challenges in strategy implementation at ECK. Another study was carried out by Kimeli (2008) on the challenges of strategy implementation at the Kenya Revenue Authority (KRA). He found out that an incompatible organization structure, poor communication, inconsistent policies, lack of employee involvement and lack of sufficient funding hindered the success of strategy implementation at KRA.

The studies conducted did not focus on the challenges of strategy implementation in CDF in KTW constituency and thus this study will seek to investigate the challenges of strategy implementation in CDF at the constituency. This problem statement leads to the following research questions:

- What are the challenges of strategy implementation at KTW constituency?
- What measures are to be taken to cope with these challenges?

1.3 Objectives of the Study

The objectives of the study are:

- to determine the challenges of strategy implementation at Kisumu Town West constituency.
- to establish the measures taken by KTW constituency to cope with the challenges of strategy implementation.

1.4 Importance of the Study

The study will be important to the government in implementing the CDF strategic plans and those of other devolved funds such as the Local Authority Transfer Fund (LATF) and the Free Primary Education (FPE). The government can use the findings of this study to enhance the implementation of CDF strategic plans and the performance of the fund. The findings of the study will also have great significance to the CDF management for capacity enhancement and awareness creation for better management and administration of CDF in order to improve on performance of the fund. The concept of CDF is relatively new and is yet to be accorded the requisite scholarly attention. Scholars will find this research important as it will contribute to the body of knowledge in the area of strategy implementation in devolved funds.

CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Strategy

The concept of strategy has been borrowed from the military and adopted for use in business. According to Nickols (2000), Strategy is a term that comes from the Greek word 'Strategia' which means "generalship" or the art of the general or commander of the armies. In military, strategy refers to the deployment of troops. In business as in the military, strategy refers to the means by which policy is effected and thus it bridges the gap between policy and tactics (Nickols, 2000). Thus strategy refers to means and not ends and it is about marshalling resources of an organization to match the needs of the market place and achieve the business objective. Every organization is complex and any change takes time to accomplish thus, strategy is a long term activity.

It is however important to point out that there is no single standard definition of the term "strategy" but various definitions have been put forward. Chandler (1962) defined strategy as the basic long-term goals and objectives of an enterprise and the adoption of the courses of action and allocation of resources necessary for carrying out the goals. Ansoff (1988) defined strategy as the common thread among organization activities and product markets. Andrews (1980), one of the Harvard professors responsible for the development of business policy defined strategy as patterns of objectives, purposes or goals stated in such a way as to define the business of the company. Mintzberg (1985) advocated the idea that strategies are not always the outcome of rational planning. They can emerge from what an organization does without any formal plans, hence the deliberate and emergent strategies. He defined strategy as a pattern in a stream of decisions and actions.

The concept of strategy is well linked to strategic management, which is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve organization's objectives. To estimate its scope, strategy in business can be understood to be split into three different levels – the corporate level, business level and the functional level (Pearce & Robinson, 2007). Corporate level strategy concerns itself with the whole organization as a unit while Business level strategy is about the actions and the approaches crafted to produce successful performance in one specific line of business. They help bridge decisions at the corporate and functional levels by translating the statements of direction and intent generated at the corporate level into concrete objectives and strategies for individual business divisions. At the bottom of the decision-making levels is the functional level. Functional level decisions implement the overall strategy formulated at the corporate and business levels. They involve action-oriented operational issues and are relatively short range and low risk. These levels form the decision-making hierarchy of an organization. Thus a company's overall strategy is a collection of strategic initiatives and actions devised by managers and key employees up and down the whole organizational hierarchy.

Thompson, Strickland, and Gamble, (2007) have pointed out that strategy is a management's action plan for running the business and conducting operations in order to achieve the targeted levels of organizational performance. Thus it is about how to move the organization in the intended direction by employing a combination of competitive approaches on how to strengthen the market position and boost performance in order to achieve the targeted goals and objectives. In public organizations, the goal setting processes are conflicted since there is no common bottom line such as profit, which makes measuring performance complex and difficult. Incentives are difficult to set since employees

enter the public sector not seeking primarily financial gains, but are motivated by interesting tasks, important roles, and ethical values. There are also limits set to internal processes by legal constraints.

2.2 Strategic Management

Strategic Management is the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce & Robinson, 2007). It involves formulation of the organization's mission and vision, conducting an analysis for the internal conditions and capabilities, assessing the external environment, selecting long term objectives and grant strategies, developing annual objectives and short-term strategies, implementing the strategic choices and evaluating the success of the strategic process.

According to Dess, Lumpkin, and Taylor (2005), Strategic Management requires incorporating both short-term and long-term perspectives. This implies that managers must maintain both a vision for the future as well as a focus on the present operating needs for the organization. Strategic Management also involves recognition of trade-offs between effectiveness and efficiency and while managers must allocate and use resources wisely, they must still direct their efforts toward the attainment of overall organizational objectives. Making strategic decisions is another important attribute of Strategic Management. Such decisions are made by top-management since only the top management understands the broad implications of the decisions. Strategic decisions often affect the firm's long-term prosperity because they are future oriented and commit the firm for a long time.

Strategic Management is directed toward overall organizational goals and objectives (Dess et al, 2005). That is, effort must be directed at what is best for the total organization, not just a single

functional area. Dess et al (2005) assert that strategic management includes multiple stakeholders in decision making. This means that managers must incorporate the demands of many stakeholders when making decisions. The concept of strategic management has become popular in the public sector and is now being used as a standard tool for the public manager to create value and to shape the organization. All managers in the public sector must now maintain a strategic management perspective and assess how their actions impact the overall attainment of organizational objectives.

2.3 Strategy Implementation

According to Eppler et al (2008) implementation has been defined variously based on the process perspective, behavior perspective and the hybrid perspective. They argue that most of the definitions stress the role of top management while others stress the external environment, without mentioning the (non-managerial) employees and their crucial role in turning strategic plans into results. Eppler et al (2008) have therefore defined strategy implementation as a dynamic, iterative and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives.

Nutt (1986) identified intervention, participation, persuasion and edict as the four types of implementation tactics used by managers in making planned changes. In a study by Nutt (1986), intervention, participation, persuasion, and edict were found to describe over 90 percent of the tactics used by strategic managers and that these four tactics were used almost exclusively. Lehner (2004) takes implementation tactics as genuine organizational behavior based on the assumption that

implementation in general is dependent on the environment, and various strategic and organizational variables.

Thompson et al (2007) suggested that despite the need to tailor an organization's strategy implementation approaches to its situation, building an organization with the competences, capabilities and resource strengths ensures successful strategy implementation. Marshaling sufficient resources and people behind the drive for strategy execution and instituting policies and procedures that facilitate strategy implementation are also considered crucial to successful strategy implementation. To guarantee success in strategy implementation managers should adopt best practices and push for continuous improvement in how value chain activities are performed.

2.4 Factors that influence Strategy Implementation

Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation. Implementation of strategy is a way in which a company creates organizational arrangement that allows it to pursue its strategy most effectively. It is not enough just to formulate an appropriate strategy or to come up with an appropriate strategic plan. For effective strategy implementation, the strategy must be supported by decisions regarding appropriate organization structure, leadership, culture and the systems for rewarding performance as well as monitoring and controlling organizational action (Pearce & Robinson, 2007).

Okumus (2003) introduced an interesting framework which is partly based on the works of other researchers and his own research. From his analysis, factors that can be identified as influencing strategy implementation are strategy development, environmental uncertainty, organizational

structure, culture, leadership, operational planning, resource allocation, people, communication and control. Based on these factors, he created a framework for strategy implementation consisting of four elements namely: content (strategic decision, multiple project implementation), context (internal context: organizational structure, organizational culture, and leadership; external context including environmental uncertainty in the general and task environment), process (operational planning, resources allocation, people, communication and control) and outcome (tangible and intangible outcomes of the project).

One of the factors that influence strategy implementation is strategy formulation. Several studies point out the fact that the kind of strategy that is developed and the actual process of strategy formulation will influence implementation. Alexander (1985) argues that the need to start with a formulated strategy that involves a good idea or concept helps promote successful implementation. According to Kim & Mauborgne (1991), the procedure of the strategy formulation process ultimately affects the commitment, trust, and social harmony of managers as well as the implementation process. Managers want an open process, that is consistent and fair, and that allows for their input to be heard. Bantel (1997) suggests that particular product or market strategies are effective at achieving particular performance goals to the exclusion of others. One of his conclusions is that synergies exist between strategy types and implementation capabilities and should be exploited. According to Allio (2005), good implementation naturally starts with good strategic input, but poor or vague strategy can limit implementation efforts dramatically (Hrebiniak, 2006).

Organizational structure is another factor that influences implementation. According to Thompson et al (2007), structure is the means by which the organization seeks to achieve its strategic objectives

and implement strategies and strategic changes. Thus it refers to the basic way the organization's different activities are organized. Successful strategy implementation depends largely on the primary organizational structure that identifies key activities within the firm and the manner in which they will be coordinated to achieve the firm's strategic purpose. A primary organizational structure portrays how key tasks and activities have been divided to achieve efficiency and effectiveness (Pearce & Robinson, 1997). Heide, Gronhaug, and Johannessen, (2002) point out that factors relating to the organizational structure are the second most important implementation barrier and Obara (2006) asserts that strategy implementation can be frustrated by the structure of the organization. Thus Poor organization structure poses a serious challenge in separation of duties and may result in overlapping roles and conflict of interest. Schaap (2006) also points out that adjusting organizational structure can ensure successful strategy implementation and different strategy types have different requirements of organizational structure.

Although organizational structure provides the overall framework for strategy implementation, it is not on its own sufficient to ensure successful implementation; effective leadership is required. Several researchers have emphasized the effect of top management on strategy implementation and point out the important figurehead role of top management in the process of strategy implementation. Schaap (2006) carried out an empirical study on whether effective senior-level leadership behaviors are directly related to successful strategy implementation and argues that those senior-level leaders who have been trained in or studied strategic planning and implementation are more likely to meet the performance for the company. According to Pearce & Robinson (1997), the role of the chief executive officer (CEO) and the assignment of key managers are fundamentally important to successful implementation of strategy. The CEO's actions and perceived commitment

to the strategy significantly influence the commitment of the subordinate managers to implementation. The CEO therefore represents an important source of clarification, guidance and adjustment during implementation.

As a factor, culture also influences strategy implementation. Pearce and Robinson (2007), define organizational culture as the set of important assumptions or shared beliefs and values that organizational members hold in common. These beliefs influence opinions and actions within the organization among its members. Culture involves the learning and transmitting of knowledge, beliefs and patterns of behavior over time. It helps in nurturing and dissemination of core values and establishes rules on how people should behave within the organization. Every organization has its own unique culture or work climate which is the product of the core values and business principles that are espoused by the executives. Strong culturally approved behaviors and practices are nurtured and are developed by strong leaders who establish values, principles, and practices that are consistent with the strategic requirements. Such cultures contribute greatly to strategy implementation. Weak cultures on the other hand provide little or no assistance in implementing strategy (Thompson et al, 2007).

Harrington (2006) pointed out that one key element that helps drive the implementation process is the people and according to Viseras, Baines, and Sweeney, (2005) strategy implementation success depends largely on people management. Thus the selection and development of key managers in an organization should be carefully carried out. Effectiveness of strategy implementation is affected by the quality of people involved in the process (Govindarajan, 1989). Quality in this case refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific

task or position (Peng & Litteljohn, 2001). People who have been with the organization for an extended period of time continue to reinforce and perpetuate the current culture, they are empowered by it and go to considerable lengths to reinforce it as a key element in sustaining continued success. Their association with the organization is usually strongly entrenched, emphasize key themes or dominant values, encourage dissemination of stories and legends about core values in the organization and help institutionalize practices that reinforce desired beliefs and values.

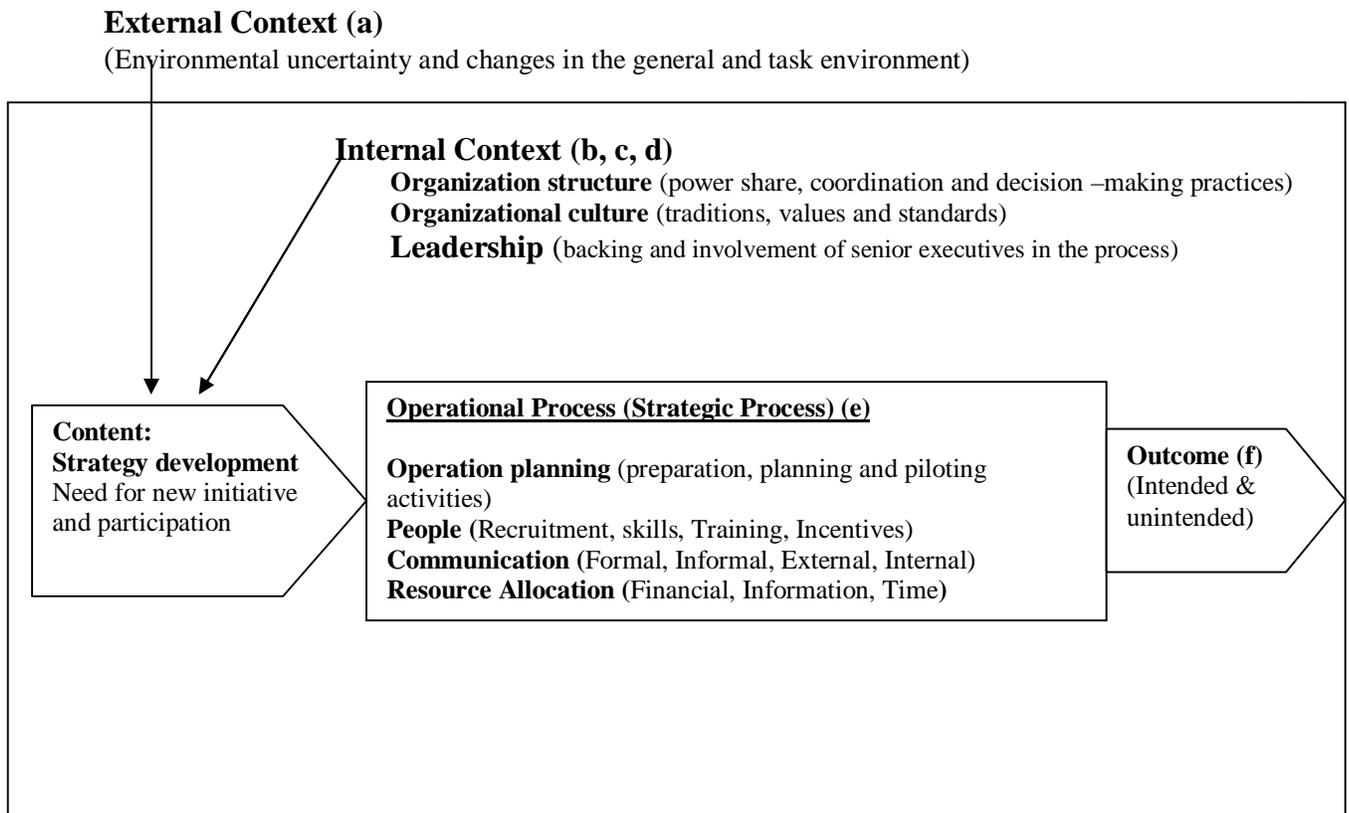
A number of researchers have emphasized the importance of communication in the process of strategy implementation. Hambrick and Canella (1989), Peng and Litteljohn (2001), and Rapert, Velliquette, and Garretson, (2002) all agree that communication is one of the most important parts of strategy implementation. Communication is important both in the formulation process as a means of creating consensus and understanding and in the continuous implementation process and it is key to making implementation successful. Rapert et al (2002) gave the view that where employees have an easy access to management through open and supportive communication, performance is likely to improve. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves. Training, knowledge dissemination and learning during the process of strategy implementation are also enhanced through communication. In fact, Peng and Litteljohn (2001) assert that communication is related to implementation objectives, organizational context and organizing processes. In their conclusion they point out that effective communication is a primary requirement for strategy implementation.

According to Thompson et al (2007), an organization's ability to marshal the resources needed to support new strategic initiatives and steer them to the appropriate organizational units has a major impact on the strategy implementation process. Availability of resources necessary to implement strategy and the actual process of resource allocation will therefore influence strategy implementation. The funding requirements of a new strategy must direct how capital allocations are made. Organizational units must have the budgets and resources for implementing their parts of the strategic plan effectively and efficiently. Under funding the units and activities central to strategic success impedes execution and the drive for operating excellence. Dobni, (2003) pointed out that a company that aligns its behaviors and actions to the specific requirements of the context in which it is operating would achieve superior results. Thus practicing managers should appropriately allocate resources by directing resources to those initiatives supporting context alignment and in management development to reinforce the behaviors that affect strategy implementation.

Pearce & Robinson (2007), define policies as broad directives designed to guide the thinking, decisions and actions of managers and their subordinates in implementing a firm's strategy. Policies standardize many routine procedures and are sometimes referred to as standard operating procedures or rules. They communicate guidelines to decisions; establish indirect control over independent action and promote uniform handling of similar activities. In this way they empower employees to conduct activities without direct intervention by top managers. Policies and rules control, guide, limit or manage behavior or conduct (Kihumba, 2000) and can therefore influence strategy implementation. Well conceived policies and procedures aid strategy implementation by promoting the creation of work climate that facilitate good strategy execution (Thompson et al, 2007). Instituting new policies and procedures provide top-down guidance regarding how processes need to

be done. Kimani et al, (2009) argued that factors such as low public participation, poor compliance with relevant regulations and procedures, lack of transparency and accountability are some of those factors that seriously undermine the successful implementation of strategy.

Okumus strategy implementation framework



Source: Okumus (2003:876). A framework to implement strategies in organizations, *Management Decision*, 41(9).

Key:

- a. Changes in the external environment influence the strategic context and force organizations to deploy new initiatives.
- b. Problems and inconsistencies in the internal context require new initiatives.
- c. The strategy is implemented in the internal context, and the characteristics of organizational structure, culture and leadership influence the process factors.

- d. Having an organizational context that is receptive to change is essential for the successful implementation of strategy.
- e. The process factors are primarily used on a continuous basis to implement the strategy and manipulate the internal context.
- f. The characteristics of the context and process factors and how they are used directly influence the outcomes.

2.5 Challenges of strategy implementation

Most organizations face numerous challenges in their strategy implementation process. Normally, as pointed out by Yaabs (2007), implementation challenges arise both from internal and external environments and adapting to these challenges depends on the type of organization, the strategy adapted and the circumstances prevailing at the time. Ehlers and Lazenby (2004) have found that, “The challenge of successful strategy implementation is to create a series of tight fits between the chosen strategy and leadership, strategy and culture, strategy and reward systems, strategy and structure and strategy and resource allocation”. Each implementation factor at any point in time should be aligned to the main strategic objectives or else successful implementation is jeopardized. Decisions of implementation should be incorporated into the decisions concerning formulation since in practice strategy formulation and strategy implementation overlap (Okumus, 2003) and as noted by Allio (2005), good implementation naturally starts with good strategic input. Organizational structure and organizational culture are critical drivers of strategy implementation as they involve the people of the organization while strategic change requires strong leadership for the achievement of desired goals.

According to Hrebiniak (2006), the real challenge of strategy implementation lies in the formulation and effective communication of vision, mission and values; commitment to projects and business

results that will fulfill on the mission and the design of organizational architecture that allows for empowerment and communication. The strategy literature identifies formulation as the ends (objectives and goals) and implementation as the means (action plans and allocation of resources) of the strategy (Snow and Hambrick, 1980). Managers formulate specific strategies with expectations about how the strategy will transform into organizational objectives. They translate these strategies or action plans into internal processes that will implement the formulated strategy (Campbell et al, 2006). The quality of strategy formulation therefore has an effect on the quality of strategy implementation and poor strategy formulation may pose a challenge to strategy implementation.

A poor strategy-structure alignment is a necessary precursor to unsuccessful implementation of new business strategies (Noble, 1999b). The alignment of organizational structure to strategy affects the shape, division of labor, job duties and responsibilities, the distribution of power and decision-making procedures within the company (Okumus 2003). Organization structure groups similar tasks and activities and delineates roles and responsibilities. A good structure improves the efficiency of operations and balances the need for specialization with the need for integration. Poor organization structure poses a serious challenge in separation of duties and may result in overlapping roles and conflict of interest (Obara, 2006). A successful organization structure must not only take into account the vertical hierarchy but also the horizontal networks since without horizontal integration, knowledge sharing will be difficult.

One important area where challenges are likely to be experienced is leadership. Pfeffer and Sutton (1999) have given the view that what leaders do, that is, how they spend their time and how they allocate resources, matters a great deal in strategy implementation. Strategy implementation is about

converting knowledge into action. Leaders of successful organizations understand that their most important task is not necessarily to make strategic decisions but to help build systems that facilitate the transformation of knowledge into action in a smooth and reliable way. Hrebiniak and Joyce (1984) argue that the process of interaction and participation among the top management team typically leads to greater commitment to the firm's goals and strategies. This, in turn, serves to ensure the successful implementation of the firm's chosen strategy. Thus top managers play a critical role not just in strategy formulation but in implementation as well and where commitment and consensus is lacking from the top management strategy implementation can be a serious challenge.

Dobni (2003) describes culture as one of six C's (culture, co-alignment, core competencies, connection, customer value and communication) in creating a strategy implementation environment. She views culture as a major driver of strategy implementation. Implementation of a new strategy starts with an understanding of organizational culture and ends with a change in this culture to facilitate and embrace the strategy. Culture can be a real challenge to strategy implementation because it is close to change and often works as a major inhibitor of change. Thus a strategy cannot be successfully implemented without understanding the culture of the organization. Culture allows the adaptive behavior by the organization necessary for strategy implementation and as Obara (2006) pointed out, resistance to change; civil servant mentality and lack of skills to handle modern work challenges are major cultural challenges in strategy implementation. Culture must therefore be aligned with the new perceived realities and it begins with an understanding of the dynamics of the present culture and the assumptions that are held by the members of the organization.

Research has shown that people or the human resource can both intentionally and unintentionally influence strategy implementation success (Hamann, 2006). Since strategy implementation takes place over time and involves large parts of the organization, people stand at the centre of this process. Challenges in Human Resource may arise where management puts emphasis on controlling employees other than empowering them for the mission of the organization. The findings of Chimhanzi & Morgan (2005) indicate that firms devoting attention to the alignment of marketing and human resources are able to realize significantly greater success in their strategy implementation. Strategy execution is the result of conscious attention, combining both leadership and management processes to describe and measure the strategy, to align it with internal and external organizational units and also align it with employees through motivation and targeted competency development programs. Human capital alignment is achieved when employees' goals, training and incentives become aligned with business strategy (Kaplan & Norton, 2008).

According to Alexander (1985), inadequate planning and communication are two major obstacles to successful implementation of strategies. Proper strategy execution requires a communication plan that recognizes that organizations are made up of social, communicative human beings. Communication ensures consistent delivery of information enhances relationships with stakeholders, creates a feeling of ownership as employees and other stakeholders become more involved and informed, helps reduce conflict, ensures efficient use of resources and creates a more unified approach to strategy implementation. The findings of Schaap (2006) indicate that most of the senior-level leaders do not communicate the company's direction and business strategy to all of their subordinates and this may pose a challenge. This study also reinforces the findings that frequent communication up and down in an organization enhances strategic consensus through the fostering

of shared attitudes and values. Strategies have to be demonstrated to the people through regular and effective communication channels. If a person does not understand what has to be done, then one cannot own the process and will thus not be able to deliver (Sterling, 2003).

Resource allocation is complicated and it can get in the way of the execution of great strategy ideas. Hitt et al (2005) describe resources in terms of physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers. An organization's unique resources and capabilities provide the basis for strategy implementation (Hitt et al, 2005) and to win managers have to commit enough resources. In most organizations senior managers regularly decide which projects to fund, and which ones to kill. These decisions, occurring at all levels of the organization every day, comprise its resource allocation process. If the criteria that guide prioritization decisions in this process are not carefully tied to the company's intended strategy, significant disparities can develop between an organization's intended strategy and its actual strategy. Understanding and controlling the criteria by which day-to-day resource allocation decisions are made at all levels of the organization, therefore, can be a key challenge in managing the process of defining and implementing strategy.

According to Obara (2006), policies and rules are a challenge to strategy implementation. He argues that an organization without clear policies and rules governing management plans brings about conflict in roles and can hinder implementation of decisions resulting in non achievement of desired results. A properly instituted code of conduct that includes organizational policies and rules with specific guidelines on implementation is essential for strategy implementation. The context in which the policy operates is important. Formulating a policy requires a good understanding of local needs,

opportunities and constraints, taking all stakeholders into account. There should be convincing attitude from the government with specific measures to empower the society and complementary measures from within the organization to foster quality and accountability (regulation, incentives and norms).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This was a case study. Kithera (1990) defined a case study as a very powerful form of qualitative analysis and involves careful and complete observation of a social unit, which may be a person, family, an institution, a cultural group or an entire community. Case study deals with depth rather than breadth of issues, thus it enables the study of a single entity in depth in order to gain insight into the larger cases. In this particular research the case study aimed at giving an in depth account of how Kisumu Town West Constituency has been responding to challenges of strategy implementation.

3.2 Data Collection

The study used primary data to obtain information for the research. Primary data was obtained through open-ended and semi-structured interviews as the main tool for collecting data. The research was mainly concerned with views, opinions, perceptions, feelings and attitudes and such information can be best collected through the use of the personal interview technique (Bell, 1993). Open-ended interviews and semi-structured interviews were used to afford the interviewees the opportunity to fully express their experiences with strategy implementation at the constituency. They were also enabled the researcher to balance between the quality and quantity of data collected and to provide more information that is useful for a detailed explanation of the challenges of strategy implementation and the measures being taken to cope with the challenges.

The respondents were the area Member of Parliament, the Fund Manager, the chairmen and at least ten of the committee members of the CDFC, the executive sub-committee, LDCs and PMCs. The

interviews were divided into two sections I, and II. Section I was designed to obtain general information on personal and organizational profile. Section II consisted of questions on the challenges of strategy implementation and the measures being undertaken to cope with the challenges of strategy implementation. In order to clarify issues and capture the meanings beyond the words, I personally carried out the interviews.

3.3 Data Analysis

The data collected was edited to ensure that it is accurate and consistent with other facts gathered. Content analysis was used to analyze the data. Qualitative content analysis has been defined as a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes, patterns or categories important to a social reality (Hsieh & Shannon, 2005). It involves doing a word frequency count to identify words of potential interest with an assumption that the words that are mentioned most often are the ones that reflect the greatest concern. This technique is suitable for analyzing recorded interviews and provides an empirical basis for monitoring shifts in public opinion.

The data was categorized and coded according to the factors that are important for strategy implementation as discussed in the literature review, that form the basis of our research. Frequencies of the coded variables were used for analysis and a variable with a frequency of more than half used to identify a challenge.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

In a bid to answer the two research questions, the research findings were analyzed from the answers provided by interviewees through the interview guide used to interview the members of various committees. The guide was divided into two sections I and II. Section I was designed to obtain general information on personal and organizational profile. Section II consisted of questions on the challenges of strategy implementation and the measures being undertaken to cope with the challenges of strategy implementation. The findings showed that the main challenges faced in strategy implementation at the constituency included: Strategy formulation, Structure, leadership, human resources, resource allocation and control which included policies and rules among others. Other factors like communication and culture, although viewed as challenges, were not considered as major challengers. The summary of the data collected from the members of the various committees at the constituency reflects their response.

4.2 Awareness of the Strategic Plan Currently at KTW constituency

Most of the respondents at the constituency indicated that they were aware of the existence of a strategic plan at the constituency. The CDF committees at the constituency were formed in early 2008 after the 2007 General elections. The development of the strategic plan was as a result of the amendment of the CDF Act in 2007 that required every constituency to have a strategic plan. A consultant was hired to develop the strategic plan. The Plan was developed through a participatory process that involved all KTW CDF staff (including members of the CDFC, PMCs and LDCs),

government representatives and other stakeholders. Workshops were held within the constituency involving the stakeholders. They conducted a situational analysis, developed priority areas and came up with an operation plan. The plan reflects revisions of all the components of the Strategic Planning framework to ensure that the organization remains relevant in the rapidly changing environment. Churches and Chiefs' Barazas were used to disseminate information.

Generally the main objective for the workshops was to come up with the Vision, Mission and the strategic objectives for the constituency for a five year period. The participants examined the internal and external environments and their impact on the strategic plan and how to address the emerging issues in Physical infrastructure, Agriculture, Health, Education, Trade, Water and Sanitation including community support and empowerment programmes. The strategic plan was developed to cover the period from 2008 to 2012, which is a one parliamentary term. It emerged from the respondents that training was conducted for the CDFC members but did not include the members for the LDCs and PMCs. The process of implementation of the strategic plan brought the realization of the overwhelming development demand on the CDF whose kitty was found to be limited. They sighted inadequacies in staff and finances as a major challenge to strategy implementation.

4.3 Challenges of Strategy Implementation

Interviews conducted revealed various challenges affecting the process of strategy implementation at KTW constituency with the measures that are being adopted to cope with these challenges. Challenges were pointed out by the respondents in formulation, the structure, Culture, Leadership, human resource, resource allocation, communication and in policies and rules and they are captured in the analysis below.

4.3.1 Challenges in Strategy Formulation

Most respondents agreed that the strategy development process is a serious challenge to the strategy implementation process. The challenge is that the process of strategy formulation was not all inclusive and most people did not understand it and thus implementing what they do not understand has become quite challenging. Some of those who participated argued that their role during the strategy formulation process was not clearly defined and as a result of this, strategy implementation has been difficult. The table below explains the views of the respondents on strategy formulation.

Table 1: Challenges in Strategy formulation

Category	Number	Percentages		Total
		Yes (%)	No (%)	
CDFC	8	63	37	100
LDC	7	71	29	100
PMC	5	80	20	100
Executive Sub Committee	4	50	50	100
Total	24	67	33	100

As shown in the table, 67 per cent of the respondents agree that the strategy as it was formulated has posed a challenge to the implementation of the strategic plan for the constituency while 33 per cent disagree. From this results therefore, strategy formulation poses a challenge to strategy implementation at the constituency. Most respondents who do not understand the strategies as were formulated are members of the LDCs and PMCs who are involved in the identification and implementation of the projects.

The respondents have however indicated that the top management at the constituency (mostly drawn from the CDFC in consultation with the MP) is taking necessary steps to address this. Workshops have been held for this purpose in which members of CDFC have been educated on the basics of strategic planning and implementation. Training for the members of LDCs and PMCs are yet to be conducted. The officials have also been engaged in constant visits to the grassroots to educate members of the LDCs and PMCs on the development strategies being adopted and these strategies are being implemented.

4.3.2 Challenges in Structure

The respondents stated that the structure at the constituency has posed a challenge to strategy implementation. The result has been over lapping of roles and conflict of interest among the members of CDFC and the staff at the Constituency office. Some of the staff do not know the reporting channel. The role of the executive Sub Committee for example is not clearly defined, the procurement committee can easily be by passed during tendering and purchase of materials by the PMCs. The table below shows the respondents' view on the structure.

Table 2: Challenges in Structure

Category	Number	Percentages		Total
		Yes %	No %	
CDFC	8	75	25	100
LDC	7	85	15	100
PMC	5	80	20	100
Executive Sub Committee	4	50	50	100
Total	24	75	25	100

From the table 75 per cent of the respondents agree that the structure at the constituency has posed a challenge in strategy implementation with 25 per cent stating that it has not been a challenge. Thus structure is a challenge to strategy implementation at the constituency. The respondents indicated that some members do not understand the structure and without understanding the structure, strategy implementation can be a real challenge. In most cases members of the various committees do not pay attention to the structure and only wait for the MP to address most emerging issues. The main problem has been that some committee members were elected by the people (especially those in LDCs and PMCs) while some (those in the CDFC) were appointed by the MP as provided by the CDF Act. Those appointed by the MP therefore report to him while those elected feel they have the peoples mandate and thus report to the people who elected them. This weak structure leads to overlapping roles among committee members since they see one another as having equal roles and responsibilities. It has also lead to poor coordination of activities, lack of accountability among the committee members and a waste of resources.

The CDFC members have held workshops to educate the members of various committees and members of the public. Continuous dialogue among the various committee members is being encouraged. More forums to educate members of the public is however recommended to encourage members of the public to participate in CDF affairs.

4.3.3 Challenges in Leadership

The respondents at KTW constituency have stated that the leadership to steer the strategy implementation process to success has posed a challenge. They sight opposition and lack of consensus among the members of the CDFC which is supreme committee at the constituency, as posing a challenge to strategy implementation. Most of the members came with the attitude of making money and enriching themselves and not offering service to the community. This affects their commitment to the implementation of the strategic plan at the constituency. The perception of the respondents about the leadership at the constituency is shown in the table below.

Table 3: Challenges in Leadership

Category	Number	Percentages		Total
		Yes %	No %	
CDFC	8	50	50	100
LDC	7	86	14	100
PMC	5	60	40	100
Executive Sub Committee	4	75	25	100
Total	24	67	33	100

The table shows that 67 per cent of the respondents concur that leadership is a challenge to the strategy implementation process and 33 per cent do not hold the same view. The main challenge in leadership as cited is disunity and inadequate knowledge and understanding of what strategy implementation entails among the CDFC members who form the top management of CDF at the constituency. The level of exposure to strategy implementation among these members is also limited. Members of the LDCs at the grassroots feel left out in the implementation team and this has led to non – commitment from other stakeholders, slowing the implementation process. Most of the respondents however point out that the MP is fully committed to the implementation process but could be lacking the right people within the CDFC committee to drive the implementation process.

In order to overcome this challenge the respondents suggested that dialogue between the members of CDFC and other stakeholders should be encouraged. This has however been made difficult by the strong stance taken by some of the leadership of the LDCs who feel they cannot continue relating and associating with the leadership of CDF within the constituency going by the way things have been done without involving them. Some respondents point out that certain areas have been left out in development activities since none of the projects they proposed has been implemented. They are thus opposed to any project where they were not involved in identifying and proposing it.

4.3.4 Challenges in Culture

Most respondents agree that culture is to an extent a challenge; it has however not been identified as a serious impediment to the implementation of the strategic plan at the constituency. Being a constituency with both rural and urban setting, most members have diverse cultures. The values, beliefs and traditions in these areas are diverse. The rural dwellers generally feel those in town have

everything in terms of infrastructure, health facilities, good roads, improved market centers and other facilities while those in town feel these facilities are overstretched with the growing population in the urban area and require expansion. This is merely considered as a difference in priorities. The views of the respondents on culture are summarized in the table below:

Table 4: Challenges in Culture.

Category	Number	Percentages		Total
		Yes %	No %	
CDFC	8	38	62	100
LDC	7	57	43	100
PMC	5	60	40	100
Executive Sub Committee	4	50	50	100
Total	24	50	50	100

From the results shown in the table, half of the respondents (50 per cent) agreed that culture poses a challenge to strategy implementation while the other half disagreed. Thus culture is to an extent a challenge to strategy implementation but it does not pose such a serious problem to strategy implementation compared to other factors considered. According to the respondents, some people especially in the urban areas have not come to terms with the fact that the election of the current MP was a change in itself because it changed the political leadership at the constituency. This has resulted to resistance to change and lack of cooperation in project identification and implementation in some LDCs. Others however share the view that every one should embrace the change to enhance good working relations and commitment to the implementation of the strategic plan to foster development. Thus these differences are now being addressed through dialogue.

4.3.5 Challenges in Human Resource

The respondents agree that the CDFC as currently constituted lacks the capacity to develop criteria for identifying projects and evaluating proposals from the wards/locations and thus successfully implement the strategic plan at the constituency. Uniformity in the approach is lacking as members of CDFC seem to pull in different directions. Respondents point out that members of this committee lack the necessary skills and qualifications for strategy implementation. This is due to the fact that appointment of the CDFC members was not based on merit but political correctness. Further the process of developing location level committees to identify and prioritize projects is a major challenge. The members of these committees, although elected at the grassroots by members of the community also lack the necessary skills for developing project proposals. There has been no training conducted to give them the necessary skills to effectively perform their duties.

Most respondents cite the lack of proper guidelines for remunerating the CDFC members and those of the LDCs and PMCs. Most respondents from these committees expressed concern that working with CDF is difficult as they are in most cases forced to use their own resources. They argue that they need to be facilitated by way of being paid some allowance to motivate them to do their work in the committees with dedication and commitment. They are thus forced to spend more time on their private work and find the CDF work a bother to them. Most of those who were members of the LDCs have either quit or are not actively involved in CDF activities further hampering the commitment to implementing the CDF strategic plan. The table below shows the respondents' perception about the Human Resources at the constituency.

Table 5: Challenges in Human Resource.

Category	Number	Percentages		Total
		Yes %	No %	
CDFC	8	75	25	100
LDC	7	86	14	100
PMC	5	80	20	100
Executive Sub Committee	4	75	25	100
Total	24	79	21	100

The table above indicates that 79 percent of the respondents agree that Human Resource is a challenge to strategy implementation, 21 percent of the respondents do not concur. The respondents however feel that by empowering the available human resource through training, their skills can be improved and will be able to handle strategic challenges facing the constituency.

Currently the CDF committees at the local level are identifying and working in partnership with NGOs and other development partners to ensure that they are able to draw their experiences in supporting the processes that respond to the needs of the communities and more so in areas of the constituency where there has been low development and poverty standards are high. This way they are able to get assistance on expertise in project identification and implementation including proposal writing. They are however not able to get financial resources to remunerate LDC and LMC members and as such their commitment to implementing the constituency strategic plan is still not guaranteed.

4.3.6 Challenges in Resource Allocation

It is evident from the respondents that resource allocation is a major challenge to strategy implementation at the constituency. KTW constituency covers both the urban and rural areas. Most of the urban areas are considered developed as they are equipped with such basic facilities like electricity, good health facilities, good roads, organized market centers and good schools. The CDF funds allocated to the constituency is thus low compared with other areas considered to be under developed. The constituency is quite large in size with more than half the size in the rural area. The CDF allocation is thus inadequate for the projects in the constituency. The demand exceeds the resources available for the development projects by far.

There is a general feeling among the respondents that the allocation of the scarce resources to various locations/wards within the constituency is unfair. Most of the respondents from town, who are town dwellers, feel the wards within the urban area of the constituency have been sidelined and that no projects within their wards are being implemented. They associate this with the fact that the town has been left under the Municipal Council which is not doing enough to implement projects within this area. Although there are more facilities in town in terms of infrastructure, these facilities are strained by the high population in town and need to be expanded. They are looking at CDF to undertake such expansion projects. The table below the views as collected from the respondents.

Table 6: Challenges in Resource Allocation.

Category	Number	Percentages		Total
		Yes %	No %	
CDFC	8	88	12	100
LDC	7	100	0	100
PMC	5	80	20	100
Executive Sub Committee	4	100	0	100
Total	24	92	8	100

From the table above, 92 percent of the respondents agree that resource allocation is a challenge while only 8 percent do not agree. This indicates that resource allocation is indeed a major challenge to strategy implementation at the constituency. According to the CDF Act, the fund receives an allocation of 2.5 percent of the government's ordinary revenue. 75 percent of this is allocated equally to all constituencies and the remaining 25 percent allocated as per constituency poverty levels based on measures provided by the Ministry of Planning, National Development and Vision 2030. A maximum of 10 percent of each constituency's annual allocation is used for an education bursary scheme. The Act specifies that expenses for running the constituency project offices should not exceed 3 percent while each constituency is required to keep aside 5 percent as an emergency reserve.

4.3.7 Challenges in Communication

According to the respondents interviewed, communication has posed a challenge in strategy implementation. There is no formal way of informing the constituents about the projects being implemented, their cost, the suppliers and the expected time of completion. Information about the funds received is never relayed to the members of the LDCs and they cannot therefore effectively plan for various projects if they do not know the amount of resources available. It is difficult to monitor all CDF funded projects as these projects are not effectively publicized. In some instances, members of LDCs just find projects going on without their knowledge and sometimes the project may not be among the ones they proposed. In some cases they are forced to mobilize locals to reject such projects which they were not involved in identifying. This creates disharmony in project implementation thus hampering strategy implementation. The table below shows the response from those interviewed on communication.

Table 7: Challenges in Communication.

Category	Number	Percentages		Total
		Yes %		
CDFC	8	50		100
LDC	7	86		100
PMC	5	80		100
Executive Sub Committee	4	75		100
Total	24	71		100

From the table above, 71 per cent of the respondents concur that communication is a challenge to strategy implementation. 29 per cent do not agree. This shows that communication is indeed a challenge to strategy implementation at the constituency. Although the respondents reported an

enhanced awareness of CDF among the local communities, adequate people friendly mechanisms for disseminating information to the members of the public have not been established. Enhanced publicity on CDF projects has also not been established. There is no disclosure of CDF financial status to the members of the public who may be feeling that the money is always available and thus projects should run on a continuous basis without being interrupted. This has led to lack of trust among the members of the public which has affected effective strategy implementation.

Currently the CDFC office has started establishing communication channels to the grassroots. Communication is being disseminated through barazas, schools, Churches, the CDF offices and in a few cases, through the CDF website. Some NGOs are educating members of the community on the importance of getting involved in the CDF affairs, especially in project identification and implementation and monitoring and evaluation of these projects. Members are being educated on how and where they can access information about how the fund is being managed.

4.3.8 Challenges in Policies and Rules

The respondents agree that CDF policies and rules have posed a challenge to strategy implementation. The respondents pointed out that the policies and rules that guide the use of the funds are well intended but most members of the LDCs do not know them. The main challenge has been enforcing the rules to ensure that they are followed. Monitoring the use of the CDF funds is difficult especially where members have not been involved in identifying of projects. Most members of the CDFC are aware of the CDF policies and rules and are able to apply them. Most respondents agree that although the procedure of releasing money for specific projects seems long and

bureaucratic, it is a necessary measure to ensure the money is well spent. The table below shows the views of the respondents as captured through the interviews.

Table 8: Challenges in Policies and Rules.

Category	Number	Percentages		Total
		Yes %	No %	
CDFC	8	63	37	100
LDC	7	57	43	100
PMC	5	40	60	100
Executive Sub Committee	4	50	50	100
Total	24	54	46	100

From the table 54 per cent of the respondents are in agreement that policies and rules are a challenge while 46 per cent do not agree. Thus policies and rules have posed a challenge to strategy implementation at the constituency. There is poor compliance with the CDF regulations and procedures. Some respondents are not satisfied with the level of transparency and accountability especially in the tendering process. They propose that the CDF Act introduces guidelines or rules of eligibility and transparency in the management of the fund. PMCs may have proved to be a challenge in financial management since they are the ones authorized to open and operate project accounts at the community level, but they are only allowed to withdraw money from the bank account with an approval of the expenditure from the CDFC and the accounts manager who authorize the bank to release a specified amount to them for expenditure. This is a measure that controls the expenditure by PMCs.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Strategy implementation has become a major focus in both private and public organizations in Kenya today. This study set out to identify the challenges of strategy implementation at KTW constituency in CDF and to establish the measures being adopted to cope with these challenges. It is now a requirement that every constituency must have a strategic plan. The plan is a guideline and a clear road map showing the direction that the constituency ought to take to attain the desired levels of development within a given period as envisaged by the electorates. It must therefore have a clear Mission, Vision and the strategic objectives and goals to be achieved within the specified period.

At KTW Constituency, the process of developing a strategic plan started soon after the election of the current Member Parliament in the 2007 general elections. A consultant was hired and given the mandate to develop the strategic plan for the period 2008 to 2012. The Plan was developed through a participatory process that involved KTW CDF staff, government representatives and stakeholders. Where as the results from the respondents show that they are aware of the existence of the strategic plan at the constituency, the majority concur that there are challenges faced in the implementation of this plan.

This study has attempted to bring out the challenges of strategy implementation in CDF at KTW constituency in strategy formulation, structure, leadership, human resource, resource allocation, communication and in the policies and rules. Culture was not identified as a major challenge of

strategy implementation at the constituency. The number of respondents who agreed that it is a challenge and those who did not agree was equal.

The measures being adopted to cope with these challenges have also been established. Particularly, the capacity of the human resource that is steering the implementation of the strategic plan was found to be inadequate for this task. It is important that the CDF Act be amended to outline specific guidelines on the qualifications of the members who should be appointed to the CDFC and LDCs so that these committees have people qualified to steer them. The CDFCs must comply with CDF guidelines and regulations to ensure transparency and accountability especially in tendering. Efforts should also be made to raise community awareness on CDF programs and activities. Deliberate measures should be put in place to promote participation of citizens in monitoring CDF activities to reduce problems related to lack of transparency in procurement and poor workmanship in CDF projects.

Citizens' participation in identification and prioritization of projects should be increased in order to address the real issues affecting the people and create ownership of the projects among them. Effective communication channels between the community and CDFC through LDCs should be established. This will help the CDFCs to identify and know the needs of the community and, therefore, be able to implement projects that address the community's needs. Civic education is needed to empower the community to understand the management of CDF and their role in making the committees more accountable. There is need to strengthen collaboration between the CDF structures and line ministry officers. The CDF will gain from the officer's technical know-how thus avoiding wastage of public funds from poorly planned projects and poor workmanship. This also

ensures a smooth handover to the relevant government authorities once a project is completed. The need to encourage CDFCs to mobilize resources from other development partners and even members of the community cannot be overemphasized. This will supplement the resources from the central government and make more resources available to CDF.

5.2 Conclusion

Based on Okumus strategy implementation framework, the findings of the study indicate that strategy formulation, structure, leadership, human resource, resource allocation, communication and policies and rules have posed a challenge in strategy implementation in CDF at KTW constituency. Thus content, context and process factors have been identified as posing a challenge in strategy implementation at the constituency. Although culture was not identified as a major challenge in strategy implementation, it would not be wise to rule out culture as a challenge. If proper measures are not put in place to address it to the extent it was identified as posing a challenge to strategy implementation, it can be a major challenge. From the findings, various measures have also been established to help cope with these challenges. If more emphasis is placed on these measures the success of strategy implementation at the constituency will greatly improve.

It is hoped that despite the limitations of the study other constituencies especially those in a similar situation with similar characteristics as KTW constituency can use this as a basis to find out other challenges and the suitable measures that can be adopted to cope with such challenges.

5.3 Limitations of the Study

The researcher's approach in conducting the study had limitations which should be acknowledged. First of all, the research considered issues which are qualitative in nature and the data obtained analyzed as per content. This makes it impossible to infer the results to other similar organizations like the Local Authorities. Similarly the study was a case study and relied on personal interview as the main tool of data collection. Inherently case studies have limitations of subjectivity based on the way the researcher interprets the information given by the respondents. When looked at in a broader picture of 210 constituencies, the purposive sample used of just one constituency could be very small and unrealistic. There is need to combine different research methods (such as interviews and surveys) in order to achieve more robust results.

The response rate was also low given that the target was to interview at least 40 respondents but the actual number interviewed was only 24. The research participants were selectively chosen as they were assumed to hold the knowledge and information necessary to achieve the objectives of the study. CDF being a politically sensitive area, most respondents were reluctant to participate in the interview. It is also important to point out that the level of education of some of the respondents hindered them from fully expressing themselves relevantly and giving their most informed answers. Further the research was not concerned with how successful KTW constituency was in implementing its strategy as the constituency itself was not measuring itself against any yardstick but was satisfied with achieving the goals it had set for itself.

The focus of the study was strategy implementation which ignored other aspects of strategy like strategy formulation and control. A whole range of activities on the entire strategy process which

would have brought to light important information useful to the research were therefore left out. Nevertheless, in line with the objectives of the study, the researcher has endeavoured to provide a rigorous picture of the research context to clarify one aspect of strategy implementation which is peculiar to the implementation of the constituency strategic plan and the management of the CDF funds at KTW constituency.

5.4 Recommendations for Further Research

CDF was a noble idea by the Kenyan government on reducing imbalances in regional development through devolution of resources to the grassroots. It was hoped that CDF would enhance people's participation in decision making processes; promote good governance, transparency and accountability. There has been criticism leveled on the implementation of the fund at the constituency level. It will be important to extend this research to other constituencies in order to establish that the challenges identified are not unique to KTW constituency.

It will also be advisable to conduct more research on the efficiency of CDF structures and organs in CDF implementation and delivery. The research may include the best practices adopted in the implementation of the strategic plans and the extend of adoption. This will bring out issues on transparency and accountability and whether the current CDF structures ensure efficient implementation of the fund and how they can be strengthened. Another area of importance would be the implementation of other devolved funds like the FPE and the LATF. A study in this area will help to understand how they are being implemented so that any challenges may be brought out and measures established to address them to enable the objectives of these funds to be achieved.

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Appendix 1

Interview Guide

SECTION I:

PERSON AND ORGANIZATION PROFILE

1. Name of the respondent (optional)

2. What is your current position in the Kisumu Town West Constituency CDF?

3. Kindly specify the CDF committee within the constituency in which you are currently serving?

4. How many years have you been in the CDF committee?

5. What is your committee's main role within the constituency CDF?

6. What is your role in the committee?

7. Do you understand the meaning of strategic plan? Please tick one:
 - a) Yes ()
 - b) No ()

8. Are you aware of the CDF strategic plan currently in place at the Kisumu Town West constituency?
 - a) Yes ()
 - b) No ()

9. Would you say that the members of the CDF committees at the constituency are aware of the CDF strategic plan currently in place at the constituency?

a) Yes ()

b) No ()

10. Who was responsible for the development of the constituency CDF strategic Plan?

11. Did you participate in the development of the strategic plan currently at the constituency?

a) Yes ()

b) No ()

12. During the strategy formulation sessions, did you also plan for implementation of the strategies formulated?

a) Yes ()

b) No ()

13. Were all the committee members encouraged to deliberate on current operational methods and on possible future goals of the constituency?

a) Yes ()

b) No ()

14. Have members of the CDF committees in the constituency received any training on the concept of strategic planning and implementation?

a) Yes ()

b) No ()

15. Would you say that the members of the CDF committees at the constituency as currently constituted have the skills required to successfully implement the strategic plan?

a) Yes ()

b) No ()

16. Does Kisumu Town West constituency often review its strategic plan?

a) Yes ()

b) No ()

17. Would you say that the strategic plan is important to the development of the constituency?

a) Yes ()

b) No ()

SECTION II:

CHALLENGES FACED IN STRATEGY IMPLEMENTATION

In the course of implementing the strategic plan for the constituency, what are the challenges you may have experienced? And what are the measures being undertaken to cope with these challenges? Kindly explain in detail based on the guidelines given.

A) Strategy Formulation:

i) Has the strategy as it was formulated posed any challenge to the implementation of the strategic plan?

a) Yes ()

b) No ()

ii) What challenges has it posed?

- iii) What measures have been taken to overcome or cope with the challenges posed by the strategy as was formulated?

B) Structure:

- i) Do you understand the structure of Kisumu Town West constituency CDF as an organization?
- a) Yes ()
- b) No ()
- ii) Has structure posed any challenge in the implementation of the strategic plan? Please tick one.
- a) Yes ()
- b) No ()
- iii) What challenges has it posed?
- iv) What measures has the Kisumu Town West constituency CDF committees taken to overcome or cope with the challenges posed by the structure?

C) Leadership:

- i) Has leadership posed any challenge in the implementation of the strategic plan? Please tick one.
- a) Yes ()
- b) No ()

- ii) What challenges has it posed?
- iii) What measures has Kisumu Town West constituency CDF committees taken to overcome or cope with challenges of leadership?

D) Culture:

- i) Has culture posed any challenge in the implementation of the strategic plan? Please tick one.
 - a) Yes ()
 - b) No ()
- ii) What challenges has culture posed?
- iii) What measures are Kisumu Town West constituency CDF committees taking to overcome or cope with challenges posed by culture?

E) Resource allocation:

- i) Has the allocation of resources (funds) posed any challenge in the implementation of the strategic plan? Please tick one.
 - a) Yes ()
 - b) No ()
- iii) What challenges has it posed?
- iv) What measures are being taken to overcome or cope with challenges of resource allocation?

F) Human Resource:

i) Has human resource posed any challenge in the implementation of the strategic plan?

Please tick one.

a) Yes ()

b) No ()

iii) What challenges has it posed?

iv) What measures are being undertaken to overcome or cope with challenges of human resource?

G) Communication:

i) Has communication posed any challenge in the implementation of the strategic plan?

Please tick one.

a) Yes ()

b) No ()

iii) What challenges has it posed?

iv) What measures has Kisumu Town West constituency CDF committees put in place to overcome or cope with challenges of communication?

H) Policies and Rules:

i) Has policies and rules posed any challenge in the implementation of the strategic plan? Please tick one.

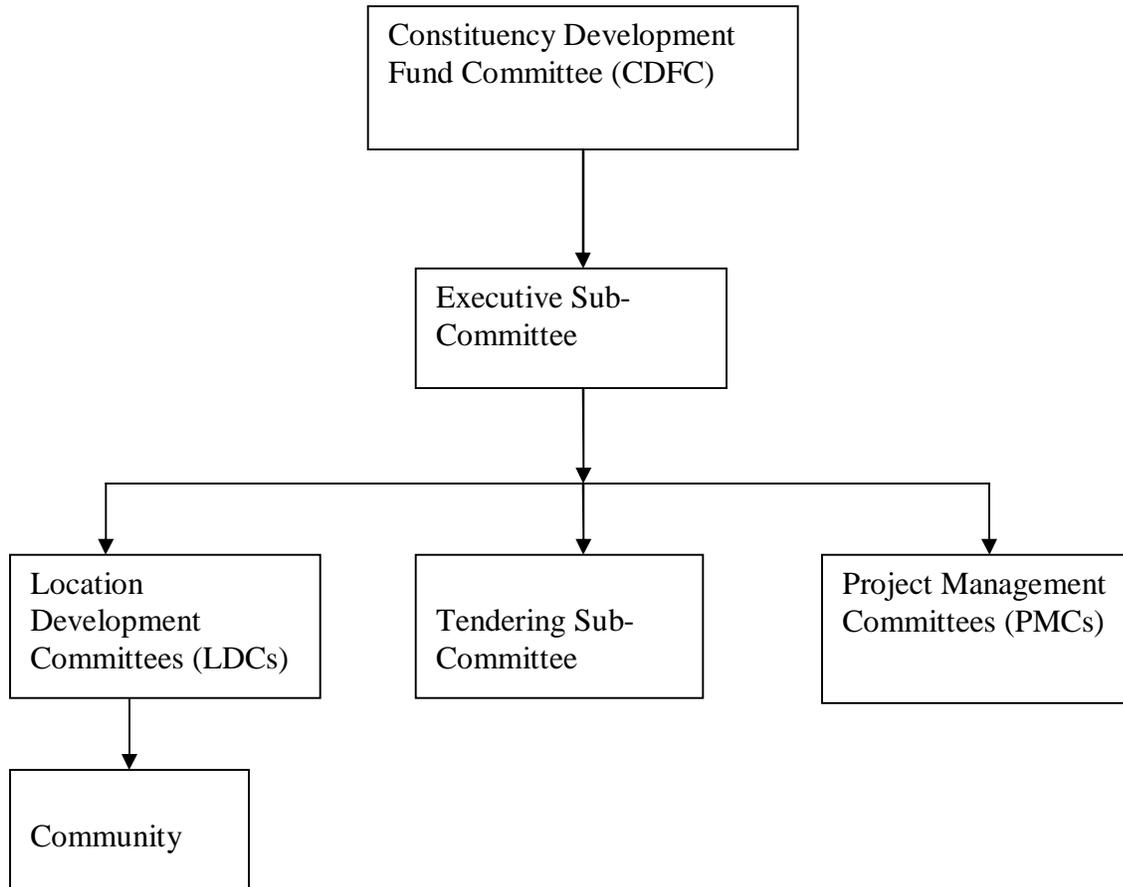
a) Yes ()

b) No ()

iii) What challenges has it posed?

iv) What measures has Kisumu Town West constituency CDF committees put in place to overcome or cope with challenges posed by policies and rules?

Appendix 2: Kisumu Town West Constituency Organ gram



Source: Kisumu Town West Constituency Strategic Development Plan 2008 - 2012