

**IMPLEMENTING STRATEGIC PLANS FOR CONSTITUENCY
DEVELOPMENT FUNDS CDF**

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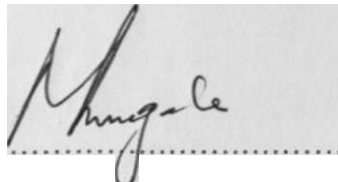
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**RESEARCH PROJECT SUBMITTED IN PARTIAL FULLFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION SCHOOL OF BUSINESS,
UNIVERSITY OF NAIROBI
DECEMBER, 2012**

DECLARATION

This research project is my original work and has not been presented for a degree in any other University. No part of this project may be reproduced without the prior written permission of the author and/or University of Nairobi.

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This project has been submitted for a partial fulfillment of the award of Master of Business Administration in with our approval as the university supervisors.

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DEDICATIONS

This thesis is dedicated to **my** wife Zainab Chebochok, our two sons, Masudi Mwabungale Ramadhani and Khamisi Mwamangwe Ramadhani and **my** parents who always remain my greatest sources of inspiration.

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Any errors and omissions are entirely mine. Most praise to be the most gracious and merciful Allah who has enabled me complete this work.

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ABSTRACT

Strategy implementation is the process of transforming strategic intentions into actions, then into acceptable results. It is one of the most vital phases in the decision making process; embracing all the actions necessary to put the strategy into practice. Successful strategy implementation is as critical and difficult as the strategic choice. It requires consideration of the resources to be used, human resource requirements, structure, systems and all other necessary variables. Strategic management and hence strategy implementation are context sensitive. Thus, the manner in which these are practiced in one area may not fully help in understanding their practice within other areas. This study focused on the public sector and within the context of Constituency Development Fund. Among strategic management studies that have been done, very few have focused on this sector even with the uniqueness the fund has. This study was designed to fill the gap by emphasizing strategy implementation in this context. This study seeks to look into whether the constituencies are applying the strategies they develop in the plans in achieving, carrying or realizing their objectives. Are constituencies applying the strategies they develop towards their operations and achievement of their objectives? Are the strategic plans guiding the implementation of the projects in the constituencies or they are just made to fulfill a requirement by the Board and the Ministry. Consequently, it purposed to achieve two objectives: to determine how the strategic plans relating to the Constituencies Development Fund are implemented; and to establish the challenges the fund faces in strategy implementation. The major findings of the study were that CDFCs adopt various practices in implementing its strategies. Embedded in the institutions' broad action plans and strategic plans are practices such as planning and control system, performance targets, direct supervision and some social cultural practices. This study established that whilst the practices that CDFCs use support its strategies,

aspects of structure and culture, resistance to change, unsupportive processes and procedures, uncontrollable attitudes and non motivation of staff, inadequate training of staff and resources among others were major obstacles to successful strategy implementation. The findings of this study should be understood and evaluated in light of the limitations of the study.

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Like other developing countries, the issue of equity in resource redistribution and poverty eradication has haunted Kenya. Since independence, the Kenyan government has formulated an array of decentralization programs, among them the Constituencies Development Fund (CDF). The Constituency Development Fund was formed in 2003 through the Act of parliament. The main aim of its establishment was to iron out imbalances brought about by patronage politics by providing funds to parliament jurisdictions (constituencies) to fight poverty. The programme is designed to fight poverty through the implementation of development projects at the local level and particularly those that provide basic needs like education, health care, water, agriculture services, security, electricity and food security.

The implementation of CDF in recent years reveals a mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. Most constituencies in Kenya have now prepared strategic plans and with a recent government directive through the Ministry of State for Planning, National Development and Vision 2030 which CDF falls, all the constituencies will soon have strategic plans. No empirical studies which have been conducted so far to establish the impact of the strategic plans in the development of these constituencies. Given this gap, this study therefore will seek to establish the effectiveness and relevance of the Constituencies Development Fund strategic plans in the whole country.

1.1.1 Strategy Implementation

Strategic management can be broadly described as a concept about how to compete in an industry. It is the direction and scope of an organization over a long-term, which achieves advantage for the organization through configuration of resources within a changing environment, to meet the needs of markets and to fulfill stakeholder's expectations (Johnson & Scholes, 2004). Strategic management includes understanding the strategic position of an organization, strategic choices for the future and turning strategy into action. (Johnson & Scholes, 2005)

While strategy formulation is entrepreneurial and involves visionary as well as theoretical perspective, implementation is basically, administrative and involves bringing change by working through other people, organizing, motivating, culture change building and finding the optimal fit between strategy and organization structure. The implementation process may involve significant changes in the organization structure, culture and systems (Pearce and Robinson, 1997). Strategy implementation has a multiplicity of tasks that need to be performed right from the top to every unit of the organization making the job of the strategy implementation very complex and time consuming. There is the overriding need to align the organization's internal processes with the strategy. To achieve this, the strategy implementer must unite all units and ensure that they share a common vision in bringing about the necessary changes.

Thompson and Strickland (1989) observe that strategy implementation has to be custom-tailored to the organization taking into account the organization's setting. However, irrespective of the nature, size and type of organization, certain common elements in the strategy implementation

process have been identified in organizations that were successful in their implementation. Aosa (1992) classified these elements into two broad categories namely structure and process. He noted that structure incorporates leadership, culture, resources and other administrative procedures. Irwin (1995) adds by stating that strategy implementation includes building a firm capable of carrying out strategy successfully, allocating ample resources to strategy critical activities, establishing supportive policies, instituting best practices and programs for continuous improvements, installing support systems, tying reward structure to achievement of results, creating a strategy supportive corporate culture and exerting strategic leadership.

1.1.2 Constituency Development Fund in Kenya

A constituency may be defined as a body of citizens entitled to elect a representative (as to a legislative or executive position) or the residents in an electoral district. It can also be a group or body that patronizes, supports, or offers representation at grass-roots or the people involved in or served by an organization (as a business or institution). Constituencies of Kenya are used to select members of the Kenyan parliament. Currently there are 210 constituencies in Kenya. However, following the promulgation of the new constitution, the number of constituencies is to be increased to 290. A formula has been prescribed in the Constitution on how these Constituencies will be defined based on population numbers. Kenya has had a single-winner voting system, meaning each constituency elects only one MP. Constituencies are further divided into wards, used to select Councilors for local authorities of Kenya.

In Kenya there are 47 counties, these counties have varying number of constituencies ranging from 2 to 20 depending on the county population. Therefore, there are a total of 210 constituencies that benefit from constituency development fund currently.

The Constituencies Development Fund (CDF) is established in 2003 through the CDF Act in the Kenya Gazette Supplement No. 107 (Act No. 11) of 9th January, 2004. Its primary objective was to address Poverty alleviation, reduce regional imbalances and stimulate grass root development by dedicating at least 2.5% of annual ordinary Government revenue for development purposes at the grassroots level. It was started as a public funded kitty that targets socio-economic development at the community level and one of several devolved funds set up by the Government to mitigate poverty and to promote equitable development in line with the country's Vision 2030.

The program has had an enormous socio-economic impact on all communities in Kenya. It has enhanced the quality of education and improved students' enrolment through the construction of classrooms, laboratories, dormitories, and water and sanitation facilities among others. The Fund's bursary scheme has helped to retain in school students from deprived economic backgrounds. Through the roads sector, the CDF has been able to open up rural access. This has resulted in timely delivery of farm produce to markets leading to increased agricultural and commercial activities.

Funding by CDF to Health Sector has enhanced the citizens' access to health facilities which has led to improved labour productivity by Kenyans, reduced child and maternal mortality rates and lower costs of medical care. Water projects under CDF have enhanced access to clean, reliable

and affordable water for large population. Construction of police posts and provincial administration offices has significantly boosted security especially areas where banditry and cattle rustling was rampant. CDF projects have facilitated jobs creation through engagement of local labour.

Allocation of the fund is clearly spelt out in the CDF Act, where 75% of the fund is equally allocated among all 210 constituencies. The remaining 25% is allocated based on constituency poverty index levels and population size. Of the funds annually allocated to each constituency, a maximum of 15% may be used for a constituency education bursary; expenses for running constituency offices shouldn't exceed 3% of annual allocations. Each constituency is also required to keep aside 5% as an emergency reserve, leaving 68% for development projects.

1.2. Research Problem.

Strategy implementation is one of the most difficult aspects of strategic management and specifically strategic planning. Most organizations begin new strategic ventures and initiatives but mostly these struggles have little impact on the organization (Lynch 2003). The main reason for this is that the strategic plans are not operationalised and institutionalized such that managers and employees can understand and use it in their daily operations. Thompson and Strickland (1993) viewed the strategy implementation task as the most complicated and time consuming part of strategic management cutting across all aspects of managing and should be initiated from all spheres of the organization.

The Constituency Development Fund being one of the programs to promote poverty eradication through decentralization was formed in 2003 through the Act of parliament. The main aim of its establishment was to iron out imbalances by providing funds to parliament jurisdictions (constituencies) to fight poverty through the implementation of development projects at the local level and particularly those that provide basic needs like education, health care, water, agriculture services, security, electricity and food security. Since its inception, the CDF kitty has grown from Kshs.126 million for year 2003/04 to Ksh21.7 billion for year 2012/2013 fiscal year. Although these yearly allocation may not appear to be much, its impact both physically and socially at the community level has been phenomenal. For instance through CDF funds, many schools have been built and equipped aiding the government's policy of providing free primary school education. In the health sectors, many hospitals, dispensaries, maternity wings within existing health facilities and clinics have been built in record time. This helped in decongesting hospitals at district level. Additionally, the CDF has helped crime prone areas to construct police posts, which the central government has been quick to bring into operations to reaffirm its commitment to public safety.

In Kenya most of the organizations view it as fashion coming up with strategic plans both from the private and the public sector, CDF being one of them spending a lot of money. The strategic plans which spell out the various strategies are very good in paper but this is not necessarily in tandem with their implementation. This can be attributed to several bottle necks to effective strategy implementation that exist. One of the serious one is lack of involvement and less stakeholder analysis. Several studies have been undertaken on this topic of strategy implementation (Kamau, 2006; Machuki, 2005; Koske, 2003). These studies mainly focused on

the strategy implementation and its challenges in private organizations with definite and formal structures. This study mainly focuses on the strategy implementation and its challenges on the public sector and more specifically Constituencies Development Fund. Constituencies Development Fund is very unique to formal organizations in that its more politically inclined and money is also controlled by individuals. This forms a contextual gap to be filled by this study.

Constituencies Development Fund Board is applying the strategic plan they developed throughout its operations as a way of making efficient their operations. They want this to be replicated to all the constituencies to which they disburse the money to and ensure their programs are informed by the Board's strategic direction. This will enable constituencies to achieve its long term objectives and change all employees and the managers focus towards their larger goals. This study seeks to look into whether the constituencies are applying the strategies they develop in the plans in achieving, carrying or realizing their objectives. Are constituencies applying the strategies they develop towards their operations and achievement of their objectives? Are the strategic plans guiding the implementation of the projects in the constituencies or they are just made to fulfill a requirement by the Board and the Ministry

1.3 Research Objectives.

This research is guided by two major objectives namely;

- i) To determine how the strategic plans relating to the Constituencies Development Fund are implemented.
- ii) To establish the challenges the fund faces in strategy implementation.

1.4 Value of the Study

This study is carried out to benefit the Constituency Development Fund Committees, the Constituencies Development Fund Board, the community and the government of Kenya at large. The government of Kenya will benefit in that it will establish the prudence of allocating money to the constituencies through CDF in general. Out of the study also, the government will advise more on the expenditure specifically targeting strategic plans in CDF and how the development of these plans should be. Effective and efficient utilization of the fund through good application of the strategies, the government is able to realize its objectives of poverty eradication and balanced growth.

The Constituencies Development Fund Committees will use the study results to make decisions of whether to prioritize strategic plans in the project proposals they send to the Board. The study will also help them implement the strategies they develop having realized their importance. The community will obviously benefit being major stakeholders in CDF. They will be able to establish the benefit of their consultations. This will also determine further participations in such forums of strategic plans development.

The CDF Board will be able to advise the constituencies on the worthy of strategic plans, whether the directive for all of them to do strategic plans is warranted in the first place. The study will bring to light the challenges and will be an eye opener to the Board. This in turn will establish the prudence of approving more money to the constituencies which haven't done strategic plans. The Board will also establish the reasons for failure or success of the overall CDF program. It will be used as a monitoring and evaluation tool for future decisions and courses of action.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter deals mainly with the content of strategy implementation and its challenges. It brings out this content by reviewing various literatures that has been developed in this area by various scholars. It covers the concept of strategy, Strategic Planning, Implementing Strategic plans and challenges of strategy implementation referring from various scholars who have written in these areas. The chapter also summarizes the concepts of strategy implementation and its challenges by giving out reasons why good strategies might fail even after nice planning.

2.2 Concept of Strategy

Strategic management is a multidimensional concept that cannot be defined in a few words and attempts have been made to define it by identifying certain aspects in varying ways and dimensions. Johnson and Scholes (2004) view strategy as a unifying pattern of decisions to help define the purpose of the organization, and creation of competitive advantage over others hence helping to position the organization within its wider external environment. They add that strategic management is the direction and scope of an organization over the long-term, which achieves advantage for the organization through configuration of resources within a changing environment, to meet the needs of markets and fulfill stakeholder's expectations.

Different scholars have defined strategy in different ways in order to capture its diverse elements, dimensions and functions. Chandler (1962), one of the earliest strategy theorists defined strategy as the determination of long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. Chandler's views were later amplified by Andrews (1971) who saw strategy as a pattern of

major objectives for achieving those goals in such a way as to define the kind of business the company is in or is to be in.

Mintzberg (1994) defines strategy as a pattern in a stream of decisions and actions of an organization. He defines strategy from a 5Ps approach: a plan, ploy, pattern, position and perspective. As a plan, strategy specifies consciously an intended course of action, as a ploy it is a specific maneuver intended to outwit competition, as a pattern strategy emerges in a stream of actions over time, as a position strategy is a means to locating an organization in its environment and finally as a perspective strategy gives the organization an identity that reveals how people locate and perceive it.

From the aforementioned, it can be noted that the concept of strategy is somewhat evasive especially when trying to come up with an all inclusive definition. This is so because the definition of strategy is rather contextual. The definition mostly depends on: the level of the strategy (i.e. corporate, business, or functional); the strategy model (i.e. fit, stretch or chaos); its manner of formulation (i.e. from purely deliberate to purely emergent) and its purpose (e.g. to knock off competitors or long term direction of the firm). This therefore can summarize strategy as being the approach taken by an organization to achieve any or all of the above objectives.

2.3 Strategic Planning

Several views have been advanced regarding strategic planning. Mintzberg and (Waters 1985) view strategic planning as a pattern in a stream of decisions. This view is similar to that of

Johnson and Scholes (2002) identified three approaches to strategy development as a deliberate and planned managerial process; these are the planning view, the command and the logical incremental view. The logical incremental view sees strategy to develop through small stepwise responses to a gradually changing environment. Mintzberg and Quinn (1979) on the other hand advance the view of logical instrumentalism whereby strategy making is characterized by economic and behavioral factors. The behavior of the manager is thus important in strategy development.

Strategic planning could be formal or informal. Formality in strategic planning refers to the degree to which participants, responsibilities, authority and discretion in decision making are specified (Pearce and Robinson 2003). Formal analytical processes are characterized by the use of analytical tools and methodologies to help managers reach a corporate success (Hofer and Schendel (1978).

Formal strategic planning usually ends up with a document, the strategic plan. A strategic plan is a comprehensive statement about the organization's vision and future direction short-term and long-term performance targets and how management intends to produce the desired results to fulfill the mission, given the organization's situation (Thompson and Strickland 1994).

The informal approaches to strategy are characterized by executive bargaining and negotiation, building of coalition and practices of muddling through (Hax and Majluf 1996). Informal planning is usually intuitive and under the influence of a visionary figure.

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Strategy should be managed through planning processes as in the form of sequence of steps. This is supported by among them Ansoff(1990), Andrews (1971) and recently in the (1980s) Michael Porter. The view assumes some degree of consensus among decision makers.

According to Johnson and Scholes (2003), this involves objective setting analysis of environmental trends and resource capabilities, evaluation of different options and careful planning of implementation of the strategies. Strategy is then communicated and implanted through successive organizational layers.

Mintzberg (1994) views planned strategy as precise intentions that are formulated and articulated by central leadership and backed by formal controls to ensure their surprise free implementation in an environment that is controllable or predictable. In planning view, strategies are proposed to develop through a rational and formalized sequence of analytical and evaluative procedures. The command view is where strategy develops through the direction of an individual or group but not necessarily through formal planning. The strategy would be an outcome of an autocratic leader or dominant leader who becomes personally associated with strategy development of the organization. Such individuals may be the owner or co-founder or a political appointee of the organization. Usually such organizations are small enterprise or public sector organizations.

Strategic planning processes will be designed to fit the specific need of the organization. Its argued that every successful model must include vision and mission, environmental analysis, setting objectives and strategic analysis choice. Identification of the institutions vision and mission is the first step of any strategic planning process. What is our business and what will it

be? (Thompson 1989). This helps in infusing the organization with a sense of purpose and direction and giving it a mission. A mission is a statement which broadly outlines the organization's future course of and serves as a guiding concept. Once the vision and mission are clearly identified, the institution must analyze its external and internal environment. The environmental analysis performed within the framework of the SWOT analysis, analyses information about organization's external environment (economic, social, demographic, political legal, technological) and internal organizational factors.

The act of setting formal performance objectives converts the organization's mission and direction into specific performance targets to be achieved and protects against drift confusion over what to accomplish and toleration undemanding results (Arthur 1989). The organization is able to draw short range objectives which draw attention to what immediate results to achieve while the long range objectives consider what to do now to have the organization position to produce results later. The institution then evaluates the difference between their current position and the desired future through gap analysis. To close up the gap and achieve its desired state, the institution must develop specific strategies.

Strategic evaluation and control involves not only evaluating strategy for deviations from intended course but also for flexibility towards responding to new challenges and determining the effectiveness and the pace of the implementation (Johnson and Scholes 2003). The institution should measure current performance against previously set expectations, and consider any changes or events that may have impacted the desired course of actions. The revised plan must take into consideration emergent strategies and changes affecting the organization's intended

course. This ongoing stream of new and revised strategic moves and approaches, some big and some little in scope, some applying to only one part, means that an organization's prevailing strategy is almost never the result of a single strategizing effort rather the pattern of moves, approaches and decisions that establish an organization. Strategy assumes its shape over a period of time.

2.4 Implementing Strategic Plans

Strategy implementation has to do with putting the chosen strategy into action. To make the strategy operational, the organization needs annual objectives, functional strategies and policies. Strategy implementation entails converting the organization's strategic plan into action and then into results. Okumus (2003) note that success in a business will be affected by how well a good strategy is implemented regardless of the sector in which an organization is operating. Thompson and Strickland (1996) note that putting a strategy in place and getting the organization to execute it well call for a different set of managerial tasks and skills. They also argue that it is the job for the whole management team and not for a few senior managers.

One of the most cited implementation frameworks was proposed by Waterman et al. (1980). Based on their research and consultancy work, these authors argued that effective strategy implementation is essentially attending to the relationship between the following seven factors: Strategy; Structure; Systems; Style; Staff; Skills; and Subordinate goals. Although Waterman et al. defined and discussed each of these factors individually; they did not provide clear explanations for the relationships and interactions between factors. Nor did they evaluate how their relationships actually make strategy implementation happen. In their empirical research,

Skivington and Daft (1991) identified several factors that influence strategy implementation. These factors included intended strategy; structure; systems; interactions and sanctions. They then divided them into two groups: framework and process factors. They concluded that both these could be used in implementing either low-cost or differentiation decisions.

Roth et al. (1991) empirically examined the importance of international strategy on organizational design and its influence on the strategy implementation process. These authors identified six factors, which they argued should each be designed specifically in order to implement global or multi-domestic strategies. These factors are: coordination; managerial philosophy; configuration; formalization; centralization and integrating mechanisms. The results of their research indicated that global and multi-domestic strategies require different implementation requirements. They found that when there was a proper alignment between strategy, administrative mechanisms and organizational capabilities, it was much easier to implement the strategy and achieve the desired objectives. They therefore suggested that administrative systems and capabilities of the organization should be readjusted if intended strategy was to achieve its aims.

Another framework, consisting of four factors, was proposed by Yip (1992): organizational structure; culture; people; and managerial processes. Yip argued that these four factors and their individual elements determine the crucial organizational forces that affect a company's ability to formulate and implement strategies. Bryson and Bromiley (1995) reported the results of a quantitative cross-sectional analysis of 68 case descriptions of major projects in public companies. These researchers identified several factors and grouped them into three categories;

namely: context; process; and outcome. They then aimed to statistically illustrate how certain context factors influence the process factors and, subsequently, the outcome. However, their research results are not conclusive in terms of clearly illustrating the relationships between the context and process factors.

Further to reviewing previous implementation frameworks, most of which are cited above, Okumus (2001) identified a number of implementation factors and constructed a conceptual framework by categorizing those factors into four groupings: context: content; process and outcome. Okumus proposed a new framework and stated that it is the combination of all factors working together that makes the transformation process possible. However, the process factors are primarily used in a synergistic manner in an ongoing process, but understanding and manipulating the context in which strategies are implemented is particularly important. He further claimed that strategic decisions are often implemented without having a proper fit between the strategy and the implementation factors. Any inconsistency with one factor influences the other factors and, subsequently, the success of the implementation process. Therefore it is not always feasible to achieve coherence between implementation factors in situations of dynamic and complex change.

The balanced scorecard technique has been linked to strategy implementation in recent years (Kaplan and Norton, 1996, 2001). This technique aims to provide executives with a concise summary of the key success factors of a business, and to facilitate the alignment of business operations with the overall strategy. It has four angles which are the financial perspective, the customer perspective, the internal business perspective and the learning and growth perspective.

The overall idea behind this technique is that organizations are advised to align their performance measures in these four perspectives. The developer of the technique, (Kaplan and Norton 1996, 2001) suggested five principles: Translate the strategy into operational terms, align the organization to the strategy, Make strategy everyone's job, Make strategy a continual process and Mobilize change through leadership.

In terms of using the balanced score card approach in implementing strategies, Kaplan and Norton (1996) identified four main implementation factors: Clarifying and translating the vision and strategy; communication and linking; planning and target setting; and strategic feedback and learning.

2.5 Challenges of Strategy Implementation

The Mckinsey 7-S model identifies seven factors that if not considered while executing a strategy might make it ineffective. These factors were identified as being the actions taken by an organization in response to changes in the external environment or intended to achieve a competitive advantage; Structure being the way tasks and people are specialized and divided and authority distributed; Systems being the informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, and management information systems; Staff being the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees; Skills being the distinctive competencies of the organization ; what it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships; Style of leadership as practiced by managers; shared values being the core or fundamental set of values that are widely shared in the organization and serve as guiding

principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees.

Majority of literature has been written on strategy formulation while there is very little on implementation. Companies are still facing difficulties with strategy implementation processes. Al-Ghamdi (1998) indicated that most companies attempting to develop new organization capabilities stumble over these common organizational hurdles which include coordination of the implementation activities not being effective enough, insufficient capabilities of employees and inadequate training and instruction given to lower level employees.

Often strategy implementation for an effective organizational change fails at the management hierarchical level due to opposition on the part of the senior executives (Pechlaner and Sauerwein, 2002). The phenomenon of declining commitment from senior management is attributable to a range of factors including lack of understanding of the objectives of the new strategy. If tangible benefits were not immediately forthcoming, they quickly revert to tried or tested approaches. The staff and the middle level managers might have seen the need for adoption of the new strategy but the executive management might have an objection and since they in most cases are the ultimate decision makers, the implementation is halted.

Al-Ghamdi (1980) identifies barriers to strategy as having competing activities that distract from the implementation decision, non clear or vague definition of the changes in key employees responsibilities, key formulator of the strategic decision not playing an active role in implementation, late communication to the top management about the implementation and their

environment, vague definition of the key implementation tasks and activities, inadequate information systems used to monitor the implementation, overall goals not being understood by the employees, uncontrollable factors of the external environment, surfacing major problems which had not been identified from the beginning, advocates and supporters of the strategy decision leaving the organization during implementation and the strategy implementation taking more time than originally allocated.

Meldrum and Atkinson (1998) identified two problems of strategic implementation as a flawed vision of what it means to be in a strategic position within an organization; and a myopic view of what is needed for the successful management of operational tasks and projects within strategic brief. If the team only concentrates on the managerial tasks in the process and not the actual activities and actions that are required in the implementation process, they might face a problem during the process. Some of the activities might be overlooked during the planning and finally the implementation period. Awino (2000) also identified factors that might pose a challenge to strategy implementation. He identified them as lack of fit between strategy and structure, inadequate information and communication failure to impart new skills. Main barriers to the implementation problem also include lack of coordination and support from the levels of management and resistance from lower levels and poor planning activities. Employee commitment to strategy implementation programmes is crucial given that they actually execute implementation activities.

A range of intangible and therefore difficult to measure factors such as understanding, ownership and involvement are also important in obtaining success. In some cases there might be no

systematic plans developed for addressing resistance to the implementation of the new strategy based on fear of losing jobs (Hardwick and Winsor, 2002), negative experiences of previous problematic change projects, changes to their internal status, or because of stressful work conditions that a new strategy may induce.

Koske (2003) outlines inappropriate resource allocation, separation of strategy formulation from implementation, lack of link between reward systems and strategy performance, lack of fit between strategy and organizational culture, failure to predict implementation time and problems to be encountered, unexpected commitments and activities that may be distractive and result to diversion of resources already planned for, possibility of change in the basis on which the strategy was formulated and insufficient flexibility.

2.6 Summary

With the aforementioned discussion, we can now conclude that good strategies could be developed but they might not necessarily lead to an organization's success. It's put that for strategies to lead to organization's success, all the systems in the organizations must be linked to it, the organization structure itself must be supportive of the strategy, the management structure should be conducive, leadership styles and all the employees need to be aware of its existence, ownership and involvement of everyone is key. Without these being present it would be very challenging to achieve the objectives with the laid down strategies.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, data collection and the analysis of research data. It gives an insight on the methods the researcher has used to attain the objectives of their research. The chapter further describes how the existing variables were applied to bring out meaningful relationships.

3.2 Research Design

This study adopted a cross-sectional survey design. According to Cohen and Manion (1989), a survey gathers data at a particular point in time with the intention of describing the nature of existing conditions identify standards against which existing conditions can be compared and determines the relationships that exist between specific events. This design is suitable for this study because the researcher was able to collect data at a particular point in time when events had occurred with intentions of describing the on effectiveness of Constituency Development Fund CDF strategic plans.

3.3 Population of the Study

The population of this study comprised all the constituencies that had done strategic plans as at 31st December, 2011. This is because not all the constituencies in the 210 constituencies have so far done their strategic plan.

3.4 Sample and Sampling Techniques

A sample is a subject of the population to which research intends to generalize the results (Wiersma, 1986). A sample of 132 constituencies was selected from a population of 210 constituencies. The study therefore focused on 132 constituencies from the total current number

of constituencies which stands at 210. The study used simple random sampling method where constituencies were picked at random from then total list. (See appendix II).

3.5 Data collection

This study relied on primary data. The data was collected from the sampled cases using semi structured questionnaires. (See Appendix III). The questionnaire was divided into three parts; Part A captures the Background information, B captures the factors influencing implementation of strategic plans by the constituencies and part C deals with the challenges in strategy implementation. The questionnaires was delivered by the researcher to the Fund Account Managers and agreed when to collect them. A brief introduction was made to the respondents before administering the questionnaires with the aim of explaining the nature and importance of the study. Confidentiality was assured to the respondents.

3.6 Data Analysis

Data analysis was based on the research design at the beginning of the research. It was done by use of descriptive statistics, frequency tables, percentages; these were used to show the relationship between strategic planning and implementation. Responses of open ended questions were reported by descriptive narrative and the results of the study were compared with literature review to establish the level of implementation of the strategic plans. Percentages were of value to establish the rate at which the plans are implemented.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATIONS AND DISCUSSIONS

4.1 Introduction

This chapter presents the analysis and interpretation of findings of the study. An analysis of the questionnaires distributed to the constituencies did this. Part A of the questionnaire presented the background information of the respondents, the positions they hold and the period they have been in the organization. Part B presented information on the factors likely to influence strategy implementation in Constituencies Development Fund. The third section of the analysis Part C, presented data on the various challenges faced in the implementation of the strategies. A total of 100 questionnaires were received from the respondents out of the total number of 132 questionnaires circulated to Constituencies from all over Kenya. This formed 75.75% of the targeted sample size of the study. This study was a survey where random sampling was used.

4.2 Background Information of Respondents

The characteristics of the respondents who participated in the study related to name of the respondent which was optional, gender, age, and level of education, current position which was also optional and the length of time the respondent has been in the current position.

4.2.1 Gender

From the questionnaires distributed to the respondents 36 were received from female respondents duly completed while the remaining 64 questionnaires issued were received from the male respondents. The data as presented in Table 1 demonstrates that of the questionnaires returned

filled in, the larger populations of respondents from the constituencies in Kenya (64%) were male, and the remaining 36% were female.

Table 1: Gender of Respondents

Gender	Total	
	Frequency	Percentage
Male	64	64
Female	36	36
Total		100

Source: Author, 2012

4.2.2 Age

The personnel involved in the management of the various constituencies and CDF activities were asked to indicate their age. The results in Table 2 reveal that the majority of the respondents were in the age group of between 25-50 years with only 1% falling out of this age group. This implied that most of those in the management of CDF activities were mostly adults of the ages between 25-50 years consisting of 99%.

Table 2: Age of the respondents used

Age of the respondents in years		
	Frequency	Percentage
25 - 50 Years	99	99
Below 25 years	1	1

	100	100

Source: Author, 2012

4.2.3 Level of Education attained

Respondents were asked to indicate their levels of education that they have. Table 3 indicates that 79% of the respondents interviewed had completed at least a university degree. Comparing the respondents in respect to their highest level of education, it obviously shows that CDF has a very good manpower to run their activities to reflect quality of work and the understanding of instructions. 15% of the respondents have master's degrees while 6% have Phds.

Table 3: Level of Education

Level of Education of the respondents		
	Frequency	Percentage
Undergraduate	79	79
Masters degree	15	15
Postgraduate	6	6
Total	100	100

Source: Author 2012

4.2.4 Length of time in Current Position

All the respondents in this study stated that they had been in the service of their constituencies for duration of between 1-5 years. This indicates the level of experience the workforce has which is a good recipe for understanding and implementing strategies.

Table 4: Level of Education

Length of time in current position		
	Frequency	Percentage
1 - 5 Years	100	100
Total	100	100

Source: Author 2012

4.3 Factors Influencing Implementation of Strategies by Constituencies

4.3.1 Organizational Structure

Respondents were asked to evaluate the organization structure of the CDFCs in line with the strategies developed and their implementation. Most of the respondents indicated that their organization structures affected the implementation of the strategic plans developed. Most of the respondents indicated that the CDFCs have a lot of political inclinations to the members of parliament and so most of them are appointed with no definite or professional basis. This has an effect on strategy implementation in that some might not even understand the strategies themselves.

Out of 100 respondents, 96 of the respondents proposed that for strategy implementation to be successful, the structure needs to be changed to be inclusive of both professionals and political appointees with minimum educational qualifications being set. Only 4 thought the status quo needs to remain. They also thought that by removing the members of parliament on the CDFCs it would enhance success of the strategies.

Organization structure being a major factor in strategy implementation, the respondents were asked to rate the extent to which the various elements of the structure influenced strategy

implementation using a 5 point scale where 5= Very great extent and 1 Not at all. The findings were tabulated in the table below.

Table 5: Elements of Organizational structure Influencing Strategy Implantation

Elements	Mean Scores				
The reporting relationships hinders effective implementation of strategy	0.03	0.13	0.18	0.54	0.12
Tasks and responsibilities are not adequately defined	0.03	0.22	0.33	0.31	0.11
The CDF Board organizational structure is acceptable to employees	0.02	0.51	0.27	0.11	0.09
Formal organization structure often conflict with the informal social groups	0.08	0.12	0.15	0.20	0.45
Resource allocations adequately support tasks and activities for strategy implementation	0.08	0.08	0.24	0.38	0.22
Political persuasion interferes with project prioritization and funding		0.30		0.20	0.50
Resources for capacity building are not adequate	-	0.30	-	0.30	0.40
Communication system support implementation of strategy	-	0.30	0.10	0.50	0.10
Adequate resources are provided to support communication	0.20	0.70	0.10	-	-
Management often communicates with the functional units	-	0.30	0.60	-	0.10
There are open channels of communication	0.20	0.10	0.60	-	0.10

Source: Author 2012

From the factors tabulated above, it's clear that adequate resources, good communication and good involvement of everyone in the organization are key to success of any strategy. Averages of 0.51 of the respondents believe that the organizational structure isn't acceptable to employees and a whole 0.70 are saying that not adequate resources are at their disposal for communication. Communication is key to any organization hence so much resource needs to be put to enhance linkages and a good understanding of the strategies to be formulated and even how they will be implemented.

4.3.2 Organizational Culture

Organizational culture affects strategy implementation in that it's the way employees are used to do that will determine if strategies will be highly welcome or resisted. In this study the respondents were asked to state whether the culture of the CDFCs is receptive to such. 78% thought that organizational culture affects strategy implementation while only 22% thought otherwise.

Table 6: Organizational Culture and Strategy

	Frequency	Percentage
Yes	78	78
No	22	22
Total	100	100

Source: Author 2012

When asked to state some of the influences to the implementation of the strategy, most of them indicated that the culture of politics in the management of the fund is greatly influencing strategy

implementation in that all the CDFCs are political appointees and so all activities are skewed to politics.

The respondents also rated the elements of organizational culture using a 5 point scale where 5= Very great extent and 1 Not at all. The findings were tabulated in the table below.

Table 7: Elements of Organizational Culture and Strategy

Elements	Mean Scores				
The organizational culture is supportive of strategy implementation activities	0.22	0.10	0.40	0.28	
The vision of the organization is widely shared by employees	0.10	0.20	0.50	0.10	0.10
Some of the institutional procedures are not necessary	0.10	0.20	0.30	0.30	0.10
Team working and consultation is a way of life in the organization	0.10	0.30	0.10		0.50
There is resistance to implementation of change	0.20	0.20	0.50	-	0.10
Technical change is causes disruptive social change	0.02	0.12	0.34	0.41	0.10
There is a preoccupation with the technical aspects at the expense of other aspects	0.20		0.50	0.20	0.10
Different descriptions of change is responsible for resistance to change	0.10		0.40	0.20	0.20
There is no serious need for change	0.40	0.40	-	0.10	0.10

Source: Author 2012

The above analysis of the concept of culture indicates how culture influences implementation of strategy. 0.40 of the respondents are moderate in saying that the culture supports strategy

implementation with 0.20 indicating not at all. This means that the culture needs some adjustment to fit the strategies. Involvement of the employees, resistance to change and majorly a share of the vision of the organization are key elements of organizational culture. From the foregoing, note that most employees are not greatly sharing the vision 0.10. They are not resisting change but 0.80 are not serious with the change process. This is a form of resistance. Team work is only to a little extent which is basic to all strategy success.

4.3.3 Leadership

For strategies to succeed there should be leaders who understand and share the vision of the organization. It's these leaders who are going to provide direction in all aspects of strategy right from formulation, implementation, monitoring and evaluation. The top management needs to interpret the vision and mission and provide activities leading to their achievement. 0.60 of the respondents indicated here that top management does affect strategy implementation with 0.40 saying No.

The respondents further indicated that the top management makes decisions without consultation with other members when it came to project implementation. This leads to skewed project implementation, lack of ownership and sustainability of projects and inequitable development.

table 8: **Elements of Leadership and Strategy**

Elements	Mean Scores				
The leadership of CDFC is supportive of strategy implementation tasks and activities		0.30	0.20	0.40	0.10
Managers allow information to flow freely either way		0.10	0.40	0.40	0.10

Decision making is participatory	0.10	0.20	-	0.60	0.10
Leadership is receptive of changes	-	0.30	0.40	0.10	0.20
Junior employees strive to achieve the goals of the leaders	0.10	-	0.40	-	0.50
Change threaten the existing balance of power	-	0.10	0.20	0.50	0.20
Coalition building is necessary for effective implementation of strategy		0.10		0.50	0.40
Political patronage interferes with performance of tasks and activities			0.10	0.50	0.40
Power struggles in CDFCs stifle the execution of strategy	-	-	0.10	0.50	0.40

Source: Author 2012

0.40 are saying to a great extent the leadership supports strategy implementation compare to 0.30 who indicate to a little extent that happens. Of importance here is the political patronage, change affecting the existing power balance and power struggles in the CDFCs. You will find that this being a political fund, these political aspects are really affecting the implementation of the good strategies being developed with 0.50 in each believing so.

4.3.4 Implementation of Strategic Plans

This section of the study just wanted to gauge how the strategies on the different aspects of the fund are implemented.

Table 9: Implementation of Strategic Plans

Elements	Percentages				
	Implementation of strategic plans	30	40	-	10

1

Several project initiated by CDF Board are completed	.	10	30	50	10
Good feasibility study is carried out before a project is undertaken.			60	20	20
Project completion rate is as stipulated in the strategies of CDF Board.		30	30	30	10
Only needy cases are awarded CDF bursaries.	.	20	40	30	10
All the money set aside for bursaries is awarded within the stipulated time.		10	70	10	10
Projects undertaken are helping to empower the communities economically.		10	30	40	20
Accountability and transparency are upheld in implementation of strategies by CDF Board.		10	20		70

Source: Author 2012

This shows that the strategic plans developed aren't highly implemented in all the facets required of the fund.

4.4 Challenges in Strategy Implementation

One of the objectives of this study was to determine strategic implementation challenges that face constituency development fund in Kenya. To achieve this objective, respondents were asked to indicate the extent to which they encountered certain challenges in their respective constituencies while implementing strategy. A 5 point rating scale where 1= Not at all; 2= Little extent; 3= Moderate extent; 4- Great extent 5= Very great extent was used.

The information was scored, such that no extent at all was given a score 1; little extent a score of 2; moderate extent a score of 3; great extent a score of 4; and very great extent a score of 5. The analysis was done through percentages where the higher percentage meant a greater challenge and vice versa. The results are shown in table 10.

Table 10: Challenges in strategy implementation

Elements	Mean Scores				
Poor leadership style	-	0.10	0.40	0.40	0.10
Resistance	-	0.30	0.50	0.20	-
Unsupportive organizational structure	0.10	0.20	0.50	-	0.20
Wrong organizational structure	0.10	0.20	0.10	0.50	0.10
Lack of financial resources	0.10	0.20	-	0.60	0.10
Insufficient human resources skills	0.10	-	0.40	0.30	0.20
Inadequate physical resources		0.10	0.20	0.50	0.20
Wrong strategy choice	-	0.20	0.60	0.10	0.10
Government interference and regulation	0.10	0.30	0.20	0.40	-
Political interference	0.10	0.10	0.60	-	0.20
Lack of stakeholder involvement	-	0.10	0.30	0.50	0.10
Inadequate coordination of information	-	0.10	0.60	-	0.30
Major obstacles not noticed before hand	-	0.30	0.30	0.40	-
Key formulators of strategic decisions did not play an active role in implementation	0.10	0.10	0.40	0.40	
Attitude culture and Motivation of the implementing staff	-	0.10	0.30	0.60	-

Source: Author 2012

It was revealed from study, that attitude, culture and motivation of the implementing staff did not support strategy implementation as the greatest challenge scoring the highest mean score of 0.60. It was followed by lack of stakeholder involvement, inadequate financial and physical resources and wrong organizational culture with each scoring 0.50. Political interference is there but doesn't seem to be posing so much challenge with 0.60 giving it a moderate extent. This means that it can be overcome and strategies are implemented.

4.5 Discussion of Findings

Strategy implementation is concerned with planning how the chosen strategy would be put in effect and effective management of both deliberate and emergent changes. The implementation is usually the most difficult phase of the strategic management process, often hit with numerous challenges. This study indicates that for strategy implementation to take place, good organization structure, culture, leadership and implementation framework are very necessary. However a reverse will pose as a big challenge towards achieving the objectives of the organization. The results indicate that the greatest challenge rested with organizational culture not supporting strategy implementation, communication problems.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In conclusion, which is the final chapter of this study, the findings of the research are summarized and discussed focusing on the main objectives of the study, which included determining how the strategic plans relating to the Constituencies Development Fund are implemented in Kenya and establishing the challenges the fund faces in strategy implementation. The chapter also highlights the limitations of the study, suggestions for further research and the implications of the study for policy and practice.

5.2 Summary and Conclusions

From the foregoing discussions the conclusion is that emphasis needs to be put on working organization structure and culture and especially where the institutions are well over 5 years old and change isn't necessarily welcome. Activities need to be redefined so that the different departments are not in competition with each other but work together. Speculation of problems that might occur while implementing such as stakeholder matters, resource allocation and workforce should be addressed openly. Though the study showed that the key formulators' role in strategy was not a highly rated challenge, perhaps to increase the capability of employees' involvement is to ensure that they too are key formulators. These assist in the success of the strategies and their sustainability.

In overall, attitude culture and Motivation of the implementing staff can be said to be the main challenge to successful strategy implementation. Top management need to take a leading role in

strategy implementation and by extension provide incentives to those who implement successfully their strategic plans. Linking or aligning of reward system to strategy implementation is of essence. It is also worth noting that the main challenges are all internal, meaning that the CDFCs can actually deal with them in order to enhance strategy implementation process. Of the challenges identified, the findings further reveal that poor leadership style; wrong strategic choice, inadequate financial and human resources have greater impact and can render even a good strategy useless.

The findings of this research on challenges encountered are well aligned to previous studies (Aosa 1992; Koske, 2003) which confirms that implementation challenges cut across various institutions and that what varies is the degree of impact and the extent of each challenge. As seen earlier in the literature review, strategy implementation challenges affect all institutions whether profit or non- profit making.

5.3 Suggestions for further Research

In general no research can be considered an end to itself, however, more often than not; research findings always lead to more research opportunities with a view to bridging the existing knowledge gap in an area of study. From the findings of this research it is instructive that more research work needs to be done on public firms especially those that deal with resource allocation directly to the grassroots or which face similar challenges. They need to establish the extent of stakeholder involvement in undertaking these activities. It would also be of interest to research on the relationship between performance and strategic management practice, to find out

whether strategic management guarantees superior performance or not. Last, further research could be conducted on the effectiveness of the strategies adopted in countering the negative challenges encountered during strategy implementation.

5.4 Limitations of the Study

Every study inevitably encounters certain levels of limitations due to a variety of factors. Resource availability both in time and finances constrained researcher from travelling to locations outside the home town. Respondents who were Fund Account Managers are usually very busy hence the tendency not to give in-depth attention to the unstructured parts of the questionnaire.

Interviewing managers at this level in organization on strategy implementation is like asking them for a self evaluation, expected responses therefore are likely to be more positive than the true situation. Views from outsiders would have injected the necessary balance on the challenges.

The fund is also very political and is directly associated with the Members of Parliament. Respondents had some fears of victimization and had to be sure who they are dealing with before releasing information. An assurance of confidentiality and academic use of the information greatly helped.

5.5 implications of the Study for Policy and Practice

The findings from this study clearly show that Constituencies in Kenya have documented all the necessary tools for successful strategy implementation. These include formulation and documentation of objectives, policies and functional strategies. There is also further evidence that firms change their policies, structures and undertake staff trainings in order to deal with new strategies and/or address emerging challenges during implementation. The study reveals that though the above was done, issues such as poor leadership, lack of financial resources and unsupportive organizational culture continue to pose a major challenge during strategy implementation.

For public institutions such as CDF to fully implement documented strategies successfully, there is an urgent need to critically look at the attitude, culture and Motivation of the implementing staff. Management and financial policies and plans must be put in place which supports strategy implementation; this should be done at all levels of the institutions.

It's also evident that CDFCs do not involve the stakeholders in strategy formulation, this could be one of the reasons why strategic choices cannot be implemented fully hence leading to failure. Strategic management is a process hence separation of formulation and implementation as isolated activities can't do any good to a firm. In order to correct this situation, CDFCs need to start involving all stakeholders in strategy formulation process, this will ensure that they own the process and will be willing to take responsibility in case of failure. It will also enhance understanding of the documented strategies to be implemented and make people more accountable.

Lastly, successful strategy implementation depends on how well a firm aligns its strategy with capability, to avoid creating capability gap. CDFCs should strive to critically assess and evaluate their capabilities in order to align them with chosen strategies before embarking on implementation. Functional strategies must also come from the institutions main strategy and should be referred to as often as possible to reduce the chances of deviating from the long term objective.

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TO WHOM IT MAY CONCERN

The bearer of this letter, Ramadhani Masudi Bungale of Registration number D61/71251/2007 is a Master of Business Administration (MBA) student of the University of Nairobi. Mombasa Campus.

He is required to submit as part of his coursework assessment a research project report. We would like the student to do his project on *Implementing Strategic Plans for Constituency Development Funds (CDF)*. We would, therefore, appreciate if you assist him by allowing him to collect data within your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you.

Job Lewela Mwanyota

Assistant Cbdrdinator, School of Business-Mombasa Campus

APPENDICES

Appendix II: Constituencies in Kenya

S/NO	NAME OF CONSTITUENCY
1	MAKADARA
2	KAMUKUNJI
3	STAREHE
4	LANGATA
5	DAGORETTI
6	WESTLANDS
7	KASARANI
8	EMBAKASI
9	CHANGAMWE
10	KISAUNI
11	LIKONI
12	MVITA
13	MSAMBWENI
14	MATUGA
15	KINANGO
16	BAHARI
17	KALOLENI
18	GANZE
19	MALINDI
20	MAGARINI
21	GARSEN
22	GALOLE
23	BURA
24	LAMU EAST
25	LAMU WEST
26	TAVETA
27	WUNDANYI
28	MWATATE
29	VOI
30	DUJIS
31	LADGERA
32	FAFI
33	IJARA
34	WAJIR NORTH
35	WAJIR WEST
36	WAJIR EAST
37	WAJIR SOUTH
38	MANDERA WEST

39	MANERA CENTRAL
40	MANDERA EAST
41	MOYALE
42	NORTH HERR
43	SAKU
44	LAISAMIS
45	ISIOLO NORTH
46	ISIOLO SOUTH
47	IGEMBE NORTH
48	IGEMBE SOUTH
49	TIGANIA WEST
50	TIGANIA EAST
51	NORTH IMENTI
52	CENTRAL IMENTI
53	SOUTH IMENTI
54	NITHI
55	THARAKA
56	MANYATTA
57	RUNYENJES
58	GACHOKA
59	SIKAKAGO
60	MWINGI NORTH
61	MWINGI SOUTH
62	KITUI WEST
63	KITUI CENTRAL
64	MUTITU
65	KITUI SOUTH
66	MASINGA
67	YATTA
68	KANGUNDO
69	KATHIANI
70	MACHAKOS TOWN
71	MWALA
72	MBOONI
73	KILOME
74	KAITI
75	MAKUENI
76	KIBWEZI
77	KINANGOP
78	KIPIPIRI
79	OL'KALOU
80	NDARAGWA
81	TETU
82	KIENI
83	MATHIRA
84	OTHAYA

85	MUKURWEINI
86	NYERI TOWN
87	MWEA
88	GICHUGU
89	NDIA
90	KIRINYAGA CENTRAL
91	KANGEMA
92	MATHIOYA
93	KIHARU
94	KIGUMO
95	MARAGWA
96	KANDARA
97	GATANGA
98	GATUNDU SOUTH
99	GATUNDU NORTH
100	JUJA
101	GITHUNGURI
102	KJAMBAA
103	KIKUYU
104	LIMURU
105	LARI
106	TURKANA NORTH
107	TURKANA CENTRAL
108	TURKANA SOUTH
109	KACHELIBA
110	KAPENGURIA
111	SIGOR
112	SAMBURU WEST
113	SAMBURU EAST
114	KWANZA
115	SABOTI
116	CHERANGANY
117	ELDORET NORTH
118	ELDORET EAST
119	ELDORET SOUTH
120	MARAKWET EAST
121	MARAKWET WEST
122	KEIYO NORTH
123	KEIYO SOUTH
124	MOSOP
125	ALDAI
126	EMGWEN
127	TINDERET
128	BARINGO EAST
129	BARINGO NORTH

130	BARINGO CENTRAL
131	MOGOTIO
132	ELDAMA RAVINE
133	LAIKIPIA WEST
134	LAIKIPIA EAST
135	NAIVASHA
136	NAKURU TOWN
137	KURESOI
138	MOLO
139	RONGA1
140	SUBUKIA
141	KILGORIS
142	NAROK NORTH
143	NAROK SOUTH
144	KAJIADO NORTH
145	KAJIADO CENTRAL
146	KAJIADO SOUTH
147	BOMET
148	CHEPALUNGU
149	SOTIK
150	KONAIN
151	BURET
152	BELGUT
153	AINAMOI
154	KIPKELION
155	MALAVA
156	LUGARI
157	MUMIAS
158	MATUNGU
159	LURAMBI
160	SHINYALU
161	IKOLOMANI
162	BUTERE
163	KHWISERO
164	EMUHAYA
165	SABATIA
166	VIHIGA
167	HAMISI
168	MT. ELGON
169	KIMILILI
170	WEBUYE
171	SIRISIA
172	KANDUYI
173	BUMULA
174	AMAGORO
175	NAMBALE

176	BUTULA
177	FUNYULA
178	BUNDALANGI
179	UGENYA
180	ALEGO
181	GEM
182	BONDO
183	RARIEDA
184	KISUMU TOWN EAST
185	KISUMU TOWN WEST
186	KISUMU RURAL
187	NYANDO
188	MUHORONI
189	NYAKACH
190	KASIPUL KABONDO
191	KARACHUONYO
192	RANGWE
193	NDHIWA
194	RONGO
195	MIGORI
196	URIRI
197	NYATIKE
198	MBITA
199	GWASSI
200	KURIA
201	BONCHARI
202	SOUTH MUGIRANGO
203	BOMACHOGE
204	BOBASI
205	NYARIBARI MASABA
206	NYARIBARI CHACHE
207	KITUTU CHACHE
208	KITUTU MASABA
209	WEST MUGIRANGO
210	NORTH MUGIRANGO

**Source: CDF
Board
Website. [Www.
cdf.go.ke](http://www.cdf.go.ke)**

activities					
The vision of the organization is widely shared by employees	1	2	3	4	5
Some of the institutional procedures are not necessary	1	2	3	4	5
Team working and consultation is a way of life in the organization	1	2	3	4	5
there is resistance to implementation of change	1	2	3	4	5
Technical change is causes disruptive social change	1	2	3	4	5
there is a preoccupation with the technical aspects at the expense of other aspects	1	2	3	4	5
Different descriptions of change is responsible for resistance to change	1	2	3	4	5
There is no serious need for change	1	2	3	4	5

III) Leadership

1. What is your view, does top management of CDFC affect implementation of strategy?
Yes Q No •
2. If yes, identify the effects of top management of CDFC on implementation of CDF strategy? _

Please indicate your level of agreement with the statements given below.

Where: 5- **Very great extent** 4-Greater extent 3-**Moderate** extent
 2-**Little extent** 1-Not at all.

The leadership of is supportive of strategy implementation tasks and activities	1	2	3	4	5
Managers allow information to flow freely either way	1	2	3	4	5
Decision making is participatory	1	2	3	4	5
Leadership is receptive of changes	1	2	3	4	5
Junior employees strive to achieve the goals of the leaders	1	2	J	4	5

Change threaten the existing balance of power	1	2	3	4	5
Coalition building is necessary for effective implementation of strategy	1	2	3	4	5
Political patronage interferes with performance of tasks and activities	1	2	3	4	5
Power struggles in CDFC stifle the execution of strategy	1	2	3	4	5

IV) Implementation of Strategies

Please indicate the extent to which each of the following characterizes implementation of strategic plans of your constituency development fund. Use the scale

Where: 5- Very great extent 4-Greater extent 3—Moderate extent
2-Little extent 1-Not at all.

Implementation of strategic plans	1	2	3	4	5
Several project initiated by CDFC are completed	1	2	3	4	5
Good feasibility study is carried out before a project is undertaken.	1	2	3	4	5
Project completion rate is as stipulated in the strategies of CDFC.	1	2	3	4	5
Only needy cases are awarded CDF bursaries.	1	2	3	4	5
All the money set aside for bursaries is awarded within the stipulated time.	1	2	3	4	5
Projects undertaken are helping to empower the communities economically.	1	2	3	4	5
Accountability and transparency are upheld in implementation of strategies by CDFC.	1	2	3	4	5

SECTION C: CHALLENGES IN STRATEGY IMPLEMENTATION

To what extent do you encounter each of the following challenges in implementing your strategies? Use a 5-point rating scale where: 5- Very great extent, 4-Greater extent, 3—Moderate extent, 2-Little extent and 1-Not at all. Circle the appropriate scale.

Poor leadership style	1	2	3	4	5
Resistance	1	2	3	4	5

Unsupportive organizational structure	1	2	3	4	5
Wrong organizational structure	1	2	3	4	5
Lack of financial resources	1	2	3	4	5
Insufficient human resources skills	1	2	3	4	5
Inadequate physical resources	1	2	3	4	5
Wrong strategy choice	1	2	3	4	5
Government interference and regulation	1	2	3	4	5
Political interference	1	2	3	4	5
, Lack of stakeholder involvement	1	2	3	4	5
Inadequate coordination of information	1	2	3	4	5
Major obstacles not noticed before hand	1	2	3	4	5
Key formulators of strategic decisions did not play an active role in implementation	1	2	j	4	5
Attitude culture and Motivation of the implementing staff	1	2	3	4	5

THANK YOU FOR YOUR TIME

Appendix IV: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source. Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.