

**STRATEGIES APPLIED BY CONSTITUENCY DEVELOPMENT FUND
MANAGEMENT TO IMPLEMENT CONSTITUENCY DEVELOPMENT PROGRAMS
IN MWALA CONSTITUENCY OF KENYA**

By

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DECLARATION

I the undersigned, declare that this research project is my original work and has not been presented to any other university for the award of any degree.

Sign..........Date. *dillm*
Florence<

This research project has been submitted for examination with my approval as the university supervisor.

Sign .....Date. S r - J i r J . ^ .

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DEDICATION

I dedicate this project to my beloved husband, children and nephew: Evans for their patience, moral and material support throughout the period of my study.

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ABSTRACT

Constituencies Development Fund (CDF) is a development strategy implemented in 2003 through an Act of parliament to facilitate the transfer and mobilization of resources at the constituency level. Unlike the previous development policies, money is allocated to each of the two hundred and ten constituencies for community based development programmes. The study focused on the strategies applied by Mwala CDF management to implement constituency development programmes and the challenges involved in such strategies. The study was conducted through a case study and data was collected using an interview guide administered on five respondents involved in decision making. The data was analyzed using content analysis.

The study found out that, Mwala CDF management applies; effective coordination, community empowerment, communication process, consensus building and conflict resolution strategies to implement constituency development programmes. However, the application of these strategies faces challenges associated with ineffective leadership, implementation teams, ineffective communication and lack of commitment. The researcher recommends that government considers reviewing CDF Act to protect CDF from political interference, the study should be replicated in other constituencies and organizations implementing community based development programmes to facilitate benchmarking. Leadership is the engine that drives strategy implementation. Organizations need to focus on human resource and deploy it appropriately.

The study encountered limitations including suspicion due to political patronage and lack of research policy which hampered willingness and easy access to the interviewees. The researcher recommends the study to be replicated in other constituencies and organizations implementing community based development programmes for purposes of benchmarking.

LIST OF ABBREVIATIONS

CDF:	Constituencies Development Fund
CDC:	Constituency Development Committee
NARC:	National Rainbow Coalition
NTA:	National Tax payers Association
MP:	Member of Parliament
KNBS:	Kenya National Bureau of Statistics
NGOs:	Non-governmental Organizations

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Every government in the world has a social contract with its citizens. It has the obligation to develop social and economic interventions in order to secure and guarantee the welfare of its citizens. The government is responsible for the development of social amenity infrastructure such as; transport systems, health facilities, clean and accessible water, and electricity. However, it is common to find that; the quality and access to these services is affected by governance, state policies and structure, and implementation strategies. Different countries adopt different development policies to fulfill their social contract. Some emphasize centralization where more decision making authority in regard to development is vested in government agencies; others adopt decentralization in which community involvement in development planning is emphasized.

Constituencies Development Fund (CDF) is a development strategy implemented in 2003 through an Act of Parliament. The fund was established to facilitate the transfer and mobilization of resources at the constituency level, to accelerate social development in the rural areas with full participation of the constituents. The long term objective was to alleviate poverty and create employment opportunities. An annual budgetary allocation of 2.5 percent of all government ordinary revenue is set aside to be shared to the two hundred and ten constituencies to finance community driven development activities (CDF Act, 2003). Kenya, over time emphasized (centralization) policies in development planning: Coupled with poor monitoring and evaluation and patronage politics; the result was unsustainable development, increased incidence of poverty, and unbalanced regional

development. This led to agitation for equity and political inclusion by the citizens. Indeed, National Rainbow Coalition (NARC) party ascended to power in 2002 on the strong promise of comprehensive reforms that enhanced equitable distribution of resources and improved governance.

The government made deliberate effort to decentralize development planning since independence, but the results were insignificant. The establishment of CDF was a major departure from the previous development approach which Kimenyi (2005) says involved filtering through various bureaucracies and government agencies before reaching the locals. With CDF, money goes directly to the constituency where citizens participate in planning; prioritization; and implementation of development programs. Despite these very appealing provisions, constituencies have posted varied performance: some have succeeded while others have failed. This revelation has raised concern as to whether the fund was managed and the utilized effectively to meet the intended objectives.

Strategy is a multidimensional concept. Authors and management practitioners have defined it in different ways. The perspective provided by Thompson and Strickland defines strategy formulation as involving finding answers as to how to achieve the targeted results (objectives) in the light of organization's situation and prospects. (Thompson and Strickland, 2003).The valid Strategic focus for Constituency Development Fund management would be striving for innovativeness in the implementation of the development programs given the unique environment of the constituency.

1.1.1 Strategy Implementation.

Strategy implementation is the way in which an authority, a committee, an organization, or the government develops; utilizes; and conjoins the organizational structure; the control systems; and the culture of the work environment to follow the strategies that give them competitive advantage (Harrington and Kendall, 2006). Institutional structure develops and allocates tasks and roles to the stakeholders and states how these tasks and roles are correlated so as to maximize efficiency, quality, and satisfaction. The control system equips leaders with motivational incentives as well as feedback on program performance. Culture refers to the specialized collection of values, attitudes, norms, and beliefs shared by members of an organization.

Strategies of implementing programs should be looked at as individual collective actions taken every day and every minute by the project participants (Flood, Dromgoole, Carroll, and Gorman, 2000). The writers in their analysis assert that, if the actions taken on daily basis are not collectively right, then the strategy is doomed to fail. Conducive conditions should be created by the top management for proper implementation of the strategy. They further stressed that; creating key performance indicators, encouraging the right people to do the work, having clear communication of the strategy goals, building and reinforcing team members in order to encourage the right actions and behaviors necessary in strategy implementation. Well formulated strategies may fail if proper implementation conditions are not provided (Kessler and Kelley, 2000).

Any organization, committee, or authority implementing a strategy should follow certain principles. Proper functioning committee is a priority; it should be capable of

implementing strategy efficiently. Resources should be allocated sufficiently to the strategy essential activities, strategy-encouraging policies should be created, and strategic leadership, rewarding culture, and constant improvement are needed for successful implementation of programs in any functioning management unit of development (Shah, 2005).

1.1.2 Strategies applied in implementing constituency development programs

Implementation of a program is the process of converting the plans into operationally effective action. Constituencies Development Fund can be classified under the community driven development structures (Kimenyi, 2005). Kimenyi underscores the importance of community participation by stressing that a program drawn to support implementation of a given a strategy, should be institutionalized: Projects selected should be acceptable to all the stakeholders through mobilization for participation.

Setting up proper organizational climate, designing appropriate operational plans, constituting elaborate project management teams ; periodic strategy reviews , and project management are some of the essential requisites for successful community development that Binswanger and Swaminathan in their their work on community driven development in 2003, recommended. Project management requisite was recognized by Kibua and Mwabu (2008) when they pointed out that, the success of participatory planning and development depends on the use of contemporary tools like strategic plans: to define people's vision and mission, use of logical framework in designing individual project proposal, and use of "tree problem analysis" to help project participants identify real problems. They also recommended the use of community organizations like community

based organization (CBOs), because they were the means through which communities work for their common interest, identification and development of "lay leaders" through training and participation in planning activities. Yegon (2009) in his study on the effectiveness of the strategies applied to implement CDF in Sotik constituency found out that; effective consultation, project evaluation, and project appraisal are some of the effective strategies used to implement CDF projects.

Community participation in the process of development planning and implementation is the key principle and the main focus of Constituencies Development Fund strategy. The implementation cycle for constituency development programs incorporates community participation in the development effort with facilitation of a legally and nationally driven funding initiative. The projects are identified by the community members at the Locational level and submitted to the Constituency Development Committee (CDC) for appraisal and allocation of funds before submission to the CDF Board for funding. The CDC members are nominated by various interest groups from the community. Programs are allocated funds in accordance with the set sector ceilings. Education, water and health sectors get the largest shares respectively (CDF Act, 2003). This was due to the fact that; ignorance, disease, and poverty were identified as the major hindrance to meaningful development at independence. Project committees are mandated to implement projects.

The main strategic focus of CDF management is therefore ensuring effective community participation in the development process. To effectively achieve community participation, Chitere (1999) identified strategies that can be applied. They include; effective coordination, transparency and accountability in order to win participant's confidence and support, cooperation strategies: influence teamwork; conflict resolution

strategies: for reconciliation, communication strategies: clarify issues, and campaign strategies: secure agreement.

According to National Tax Payers Association (NTA, 2010), Mwala constituency had improved in implementing CDF programs by bolstering the accountability of the funds that are allocated to the projects. The report indicated that Mwala Constituency had 45 % of its entire project in the particular allocation phase properly implemented. However, the report noted that most projects stood incomplete or were ongoing far way beyond their targeted time of completion.

1.1.3 Constituency Development Fund management

Constituency development programs are implemented through community based development projects. The Fund is administered by the Constituencies Development Fund Board which is a corporate body. It is responsible for the review and approval of projects from the constituencies, timely disbursement of funds to constituencies, and formulation of policies to guide Constituency Development Committees. Constituencies Fund Committee established by the National Assembly exercises oversight role in the implementation of the Act. It is responsible for policy direction and legislative matters (CDF Act, 2003).

Constituency Development Committee (CDC) is responsible for the management of the Fund at the constituency level. Full committee comprises fifteen members including the elected Member of Parliament (MP). The members represent various interests in the community, for example; youth and women. The committee is constituted and convened

by the Member of Parliament soon after election into office for a term of three years renewable. The executive committee makes decisions on behalf of the CDC but ratified at full committee meeting. The office bearers are; Chairman, Secretary, Treasurer elected from the CDC, Fund manager: seconded by the Board is the ex-officio member and advises on technical issues of the Fund management, to ensure compliance with the Act. The CDC is responsible for the general coordination of the implementation process of constituency development programs. Various sub-committees are constituted to perform essential roles: Tendering sub-committee procures goods and services for CDC managed projects; bursary sub-committee allocates bursary; and monitoring and evaluation sub-committee.

The assumption behind CDC was that members understood the needs and aspirations of the community more than the officers posted from the government ministries as was the case with top-bottom approach. It is also in line with political decentralization which aims at involving citizens in governance through their representatives. Besides, Community participation in projects instills sense of responsibility and therefore ensures sustainability. Mulwa (2008) notes that, development infrastructure such as; roads, electricity and water support business activities and therefore improving the standard of living of the locals through creation of employment.

1.1.4 Mwala Constituency as a political entity

Mwala is one of the six constituencies of Machakos County. It comprises one district called Mwala, 4 administrative divisions, namely Masii, Mwala, Yathui and Kibauni, 15

locations and 58 sub locations. Masii/Vyulya, Muthetheni/Miu, Yahui/Wamunyu, Kibauni/Ikalaasa, Mwala, Makutano/Mango form the 6 wards of the constituency. It is a newly created district, curved out of Machakos district in the year 2007. It borders Kathiani constituency to the west, Kangundo to the North West, Yatta to the East and Mbooni to the South.

Mwala constituency covers an area of 1,017 sq. Km most of which is semi-arid: only 40% supports agricultural activities and water mass occupies 15sq. km, mostly perennial rivers and dams. The constituency receives low, unevenly distributed and unreliable rainfall ranging between 250mm-1300mm per year .Access to clean and affordable water is a big challenge. The district experiences frequent crop failure and water shortage. Poverty level in the constituency is estimated at 61.4% with a dependency level of 33:100 (District Development Plan, 2008-2012). Total population stands at 163,032 and density at 160 per square kilometer (KNBS, 2009). The fertile and high rainfall areas of Masii and Mwala divisions have higher population density.

The constituency has reasonable power supply network. Most of the main trading centers and schools are supplied with power. The connectivity was accelerated through Rural Electrification program. The constituency is mainly connected by road network totaling 335.8km, comprising; bitumen surface 74.5km, gravel 140km, and earth surface 121.3km. Out of the total, only 242.5 km is in good condition .The constituency is predominately rural with most of the population engaged in agricultural activities especially in high potential areas.

The Mwala constituency has received total allocation of Kshs.449, 447,843 while the total disbursement stands at Kshs.397, 908,832 since inception of CDF (KNBS 2010). The difference arises due to the lower rate of utilization of disbursed funds. Some of the successful projects implemented since the inception of the program include; school laboratories, classrooms, dispensaries, water dams, and road maintenance and school bursaries.

1.2 Research problem

Constituencies Development Fund was implemented through an Act of parliament in 2003 to disburse financial resources directly to the constituency level to finance community driven development activities. The intervention was meant to address poverty that was afflicting a larger percentage of the population in the rural areas and create employment opportunities. The establishment of Constituencies Development Fund was a major departure from previous policies, where economic development decisions were made, financed and implemented through central planning .This resulted in unbalanced regional development, unsustainable development and increased incidence of poverty. The implementation of CDF was a significant step in the continued effort by government towards decentralized planning and more specifically fiscal decentralization that had become illusive since independence. The Fund is allocated 2.5 percent of all government ordinary revenue every year to be shared out to the two hundred and ten constituencies. This amount is substantial enough to make an impact on social development in the constituencies but also enough to be a source of conflict if perceived not to be utilized for equitable benefit of all in the constituency.

Constituencies Development Fund was initiated to stimulate social development in rural areas, so that access to and the quality of social infrastructure like health facilities, education and communication infrastructure is improved. The overall goal of the Fund was to alleviate incidence of poverty in the rural areas and create employment opportunities. Community participation in the choice, planning and implementation of the various programs is emphasized. It has been found out that although, CDF receives only 2.5percent of the annual budgetary allocation, the impact on the ground is evident and the result could be significant if the funds were utilized more efficiently (Olukoshi and Namnjo, 2005).

Despite all the good intentions for the creation of the Fund, CDF has been characterized by a lot of controversy. Numerous accusations have been made in both media and public fora related to issues on project identification, procurement procedures, funding of projects and formulation of constituency development committees. Members of parliament (MPs) have been accused of using the fund as a campaign tool; courts have frozen some CDF accounts and some MPs taken to court on allegation of misuse of the Fund, while some projects have been stopped on grounds of various irregularities. It has also been established that, some constituencies have done well while others have failed. These issues have continually raised concern in the country as to whether the fund was managed and utilized effectively to meet the intended objectives. This concern was confirmed by Kimenyi (2005) when he expressed about optimal utilization of the Fund. He was of the opinion that the Fund may have been hijacked by the politicians for political expediency and therefore missing the intended purpose.

Since the implementation of CDF strategy in 2003, a number of researches have been conducted focusing on various issues. Keya (2010) carried out a study on the role of Internal Audit in promoting accountability and good management in Nairobi province constituencies. He found out that Internal Audit department contributes to fair, efficient, and transparent administration of CDF to meet its established objectives. Yegon (2010) in his study on the effectiveness of the strategies used to implement CDF in Sotik constituency found out that; effective consultation, project evaluation, and project appraisal are some of the effective strategies in implementing CDF projects. Whereas these findings provided invaluable literature which could be used in understanding implementation of constituency development programs in the constituencies, strategic management is sensitive to context. The study was purposed to determine the strategies applied by CDF management to implement constituency development programs and the challenges involved in such strategies with focus on Mwala constituency. The research sought to answer the questions; what are the strategies applied by CDF management to implement constituency development programs in Mwala constituency? What are the challenges involved in such strategies?

1.3 Objectives of the Study

The objectives of the study were:

- i. To determine the strategies applied by CDF management to implement constituency development programs in Mwala constituency.
- ii. To determine the challenges involved in such strategies.

1.4 Value of the Study

The findings of the study will be useful to scholars and practitioners. The academic fraternity will benefit from the study because CDF is a recent phenomenon which is barely ten years old. Studies touching on strategies used by Mwala CDF management to implement development programs will be an important source of literature for future studies in CDF programs implementation. It will be the foundation for other related or replicated studies.

The government can draw lessons from the findings that can inform formulation of new policies that may be used in implementation of CDF programs in future. Mwala CDF management will use the findings to make a reflection of how they have performed in the past projects and make adjustment for improvement. The results of this study are therefore a useful evaluation tool for the past and ongoing development programs in Mwala Constituency. Non-governmental organizations (NGOS) will find the research findings useful in implementing projects in other community driven development plans which may not be necessarily funded by the government. The NGOs which collaborate with the CDF management in different constituencies will also use the information in deciding how to participate in development efforts by their partners.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents literature on what has been published by various scholars and researchers in regard to the concept of strategy, strategy implementation process, constituency development programs implementation process and challenges of strategy implementation.

2.2 The concept of strategy

There is no single, universally accepted definition of strategy. Scholars and practitioners have used the concept differently. It is a planned process by which nations, communities, groups, and individuals arrive at chosen objectives (Chitere, 1999). Chitere elaborated on the definition by giving examples of strategies applied in community development. They include; power strategy: Building community capacity to participate in decision making, self help strategy: Assisting community members to change through volunteer efforts, communication strategy: Communication process for articulating issues affecting the community, and consensus strategy: Fostering agreement among members of the community to work together.

Mintzberg provided an elaborate perspective of the concept of strategy: the five Ps. He conceives strategy as a plan, ploy, pattern, position, and perspective. According to Mintzberg, strategy is a plan of consciously intended course of action; a guideline to deal with a situation. Strategy is a pattern resulting from a stream of consistent actions overtime: He called it realized strategy (Mintzberg and Quinn, 1988). The writer

explained that; if intended strategy is realized, it becomes deliberate strategy, and if realized strategy is actually achieved, it is referred to as emergent strategy. Strategy is a product of strategic management process, designed to achieve the organization's objectives: both short-term and long-term .Strategy encompasses decisions and actions that better support the achievement of the organization's objectives. Strategy is usually a tool for winning. It integrates the organization's internal situation and its prospects.

2.3 Strategy implementation process

Strategy implementation is the process through which a chosen strategy is put into action. Strategy implementation is perceived to be more difficult than formulation: it requires commitment of resources, leadership, competence, and skills. There is no one accepted definition of strategy implementation. Various authors have advanced different definitions. Strategy implementation is the way in which an authority, a committee, an organization ,or government develops; utilizes ;and conjoins the organizational structure; the control systems ;and the culture of the work environment to follow the strategies that give them a competitive advantage (Harrington and Kendall, 2006).

The definition given by Pearce and Robinson (2011) confirms that, the success of the firm depends on strategy implementation. They pointed out that, for the success of the firm, strategy must be translated into carefully implemented action: guidelines for daily activities of the firm's members; strategy and the firm must become one: strategy must be reflected in the way the firm organizes its activities; leadership; and culture.

Strategy implementation is a systematic activity (Shah, 2005). Shah outlined principles that should be adopted when implementing strategy in any organization, committee, or any other authority. He emphasized that a proper functioning committee is crucial and should have the capability to implement the strategies efficiently. Resources should be allocated sufficiently to the strategy essential activities, creating policies which are strategy encouraging, providing strategic leadership, establishing rewarding culture, and constant improvement is needed for successful implementation of programs.

These steps have been emphasized by Evans and Syrret (2007). They have recommended important aspects that should be considered in making organizational structure responsive to strategy implementation such as focusing and clarifying program objectives, generating engagement and commitment, allocating scanty resources, fostering collaboration, creating milestones of achievement, and creating pace. In their work on community development in 2003, Binswanger and Swaminathan recommended setting up proper organizational plans, Constituting elaborate project management teams; periodic strategy review, and project management as some of the essential requisites for successful community development.

The literature presented on strategy implementation process, brings to the fore two strategic dimensions; strategy implementation framework encompassing essential conditions that an organization needs to secure in order to successfully implement strategy, such as; organizational climate, operational planning, organizational structure and control on one hand and on the other, strategies for effective community participation/successful community development.

The dichotomy between CDF initiative and the previous development policies that focused on top-bottom approach in development planning is the emphasis and centrality that community participation has been given. The implementation cycle of constituency development programmes incorporates community participation. The importance of community participation in the implementation of programmes that support strategy implementation was underscored by Kimenyi (2005). Kimenyi classified CDF under community driven development structures and stressed that projects selected should be acceptable by all stakeholders. Community participation is therefore critical in the implementation of constituency development programmes. As pointed out by Chitere (1999), the overall goal of community development is to bring planned social change with full participation of citizens in the community.

To effectively achieve community participation in community development process, Chitere (1999) recommended some strategies that can be applied including; effective coordination, consensus building, conflict resolution, communication, campaign strategies and community empowerment.

2.3.1 Effective coordination

According to Chitere, lack of effective coordination contributed to the failure of Kenya's past effort to speed up rural development. He said that lack of coordination of development programs leads to confusion due to lack of unity of purpose. He pointed out that proper coordination allows participation of relevant stakeholders in planning and implementation of community development programs.

Effective coordination is achieved through open and regular communication to interchange opinions and information. Communication helps in resolving differences and clarifying issues, therefore creating mutual understanding. Creating committees where different stakeholders participate in decision making fosters collective responsibility hence, focus. Coordination is also achieved through effective leadership and supervision. A leader must continuously guide the activities and behaviour of the subordinates towards achievement of intended objectives. Sound planning is an essential condition of coordination. The objectives and goals of the organization and its units should be clearly defined.

2.3.2 Community empowerment

Chitere says that, community participation involves giving community members the opportunity of contributing to the creation of goods and services meant to benefit them, guaranteeing fair and equitable share of the benefits of development, and affording the opportunity to actively participate in decisions governing their development. It involves capacity building the members by way of training, sensitization and education so that they can effectively handle development challenges.

Community participation is core to the sustainability of community development programmes. It creates a sense of ownership and thus motivates the members of the community to actively involve in development activities. It also creates sense of direction, cooperation and raises awareness level.

2.3.3 Communication process

Communication is the verbal or written exchange of information, opinion, plans, and feelings between people or groups of people. Effective communication is a two-way process involving sending a message and receiving response. It is intended to create common perception, behavior, building relationships, and passing/receiving information.

Communication strategy is the effort targeting the achievement of smooth exchange of information between the community and implementers of community development programmes. It involves sharing of information and concerns and facilitates communication with the larger society.

2.3.4 Consensus building

This strategy is meant to harness cooperation and agreement among members of the community to work together/support the development effort. Effective communication also becomes crucial in achieving this strategy in order to clarify issues and communicating necessary information.

Lack of cooperation and support by the community causes delayance in the implementation of the projects and therefore efficiency and effectiveness may be compromised. Consensus builds teamwork, trust and sense of ownership which is essential for project sustainability. Campaign to secure agreement on divergent opinion or feeling of dissatisfaction on outcomes or policies formulated is also essential in reducing opposition to development projects.

2 3.5 Conflict resolution

This involves efforts/mechanisms by implementing team(s) to resolve conflict among community groups and members to ensure the success of the projects. Conflict situations are common phenomenon where stakes are involved. Community members/groups may express divergent opinion and interest on certain issues of development. This effort ensures pulling towards common direction.

Wrangles among community members and groups are common. The conflict may involve disagreement on procedure, rules and regulations, outcomes of projects, conflict of interests, different levels of understanding and background. It is essential that implementers of community development projects are capable of resolving conflicts to **keep** implementation on track.

2.4 Constituency development programs implementation process

Constituencies Development Fund is a home-grown initiative intended to uplift the living standards of the people of Kenya at the grass-root level where poverty is rampant. The Fund is managed by organs mandated to ensure it operates efficiently. These organs include; Constituencies Development Fund Board, Constituencies Fund Committee, Constituency Development Fund Committee, District Project Committee, and project committee. These organs are guided by the Constituencies Development Fund Act (2003), Constituencies Development Fund (Regulations, Guidelines) 2004, the Exchequer and Audit (Public Procurement) Regulations (2001) and Government

Financial Regulations and Procedures in the operationalization of the fund (Kibua and Mwabu (2008)).

The implementation cycle of CDF programs incorporates the aspect of community participation in development effort supported by a legally and nationally driven funding initiative. The cycle starts at the Locational level where community needs are identified. The project proposals are submitted to the Constituency Development Committee (CDC) for appraisal and prioritization before submission to the CDF Board which scrutinizes and approves for funding, then forwards to the Constituencies Fund Committee, which reviews to ensure eligibility for funding under the CDF Act (2003) and then forwards to the Minister for Finance to include in the printed estimates. The CDF Board releases the funds to the respective constituencies for the project committees to implement the projects. District Project Committee and the CDC designate sub-committee, conduct monitoring and evaluation to facilitate control (CDF, 2003). Monitoring and evaluation helps the project management team to improve on future projects and review the strategy.

2.5 Challenges of strategy implementation

A well conceived strategy may fail to achieve organizational objectives if it is not effectively implemented. There are various reasons why a strategy may fail, but Beer and Eisenstat (2000) have identified; leadership, teamwork, lack of commitment/ownership, and communication as some of the major contributing factors to strategy failure.

2.5.1 Ineffective Leadership

Leadership is a key factor in strategy implementation. Top management and/or the Chief Executive officer have the role of ensuring the strategy is not undermined. The strategy has to be presented to the members of the organization in a way that appeals to them in order to win their support and commitment. Equally, the vision of the strategy has to be articulated effectively. Top management is also responsible for developing, utilizing, and integrating organizational structure; the control systems; and culture of the work environment to follow the strategies that give them competitive advantage to serve better (Harrington and Kendall, 2006).

A leader of the program is the chief expert and chief discoverer. When selecting a leader of an implementation team, focus should be put on the ability of such a leader to paint the strategies in the right context and articulate them in a manner that all the participants will appreciate and be motivated to support (Evans and Syrret, 2007). Ineffective leadership causes ineffective coordination of implementation activities and lack of focus, resulting to strategy failure.

2.5.2 Implementation team

Execution of strategy depends on individual members of the organization. The strategy to be implemented should therefore be institutionalized: made acceptable by all the members expected to implement it. Top management has to create a buy-in in order to bring the commitment and support of the members of the organization. Commitment induces a sense of ownership rather than a strategy imposed on the members. It has been

confirmed that lack of an effective and competent team to implement the strategies lowers the effectiveness of implementing the programs (Atkinson, 2006). People have therefore to be deployed appropriately to promote efficiency and effectiveness.

In building implementing teams, consideration should be given to individual competence and skills so that the right people are encouraged to do the work. Performance targets should be set to motivate the teams in the execution of their tasks and responsibilities. However, management should also develop and implement reward structure to motivate members as Kessler and Kelley (2000) caution that, good strategy is doomed to fail if there is no stability between organizational structure, resource allocation and reward structure. Rewards are powerful incentives to individual and group employees. If team spirit is not cultivated, an organization will be pulling in different directions, thereby undermining strategy implementation.

2.5.3 Ineffective communication

Communication is a crucial vehicle in strategy implementation. Management should clarify the strategy objectives both short-term and long term. New tasks and responsibilities should be explained and members allowed discussing freely issues of concern. This will enable elimination of ambiguity, building confidence and therefore enhancing understanding among the stakeholders. In order for any strategy of implementing a program to be successful, there should be adequate infrastructural support in terms of communication systems; financial transfers; and human resource (Evans and syrret, 2007).

Effective communication ought to prevail throughout the implementation of **strategy**, flow of information from bottom-up and top- bottom is essential to **allow** management monitor strategy implementation progress and determine whether to review it or not. Feedback is guaranteed if the two-way communication is achieved .Ineffective communication causes confusion due to ineffective coordination, conflict and misunderstanding due to lack of clear communication structure. Top Management is not be aware of the problems undermining the implementation of the strategy and will not be able to respond appropriately.

2.5.4 Lack of commitment

Individual and team support is crucial in strategy implementation. Top management is responsible for clarifying the strategic objectives, tasks, and responsibilities involved in order to foster understanding of the strategy; motivate; and win the commitment of members of the organization .Generating commitment and engagement is one of the key factors that Evans and Syrrret(2007) identified as important in making the organization structure responsive to strategy implementation.

People form an important resource in strategy implementation. Individual and team commitment can be improved by assigning tasks and responsibilities according to the skills and competence. This view is supported by Flood, et al. (2000) when they stressed that, in implementing programs; the right people should be encouraged to do the work. Empowerment of the individual or team is emphasized by Pearce and Robinson (2011).They said that, individuals or teams should be allowed the right and flexibility to make decisions and initiate action without further reference to top management.

Commitment creates a feeling of ownership and motivation. Lack of commitment breeds inefficiency and ineffectiveness which undermines strategy implementation. At worst, the strategy is abandoned, or left upon the Chief Executive Officer.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents how the research was carried out. It covers; research design, data collection method and data analysis.

3.2 Research design

The research was conducted through a case study. A case study is an in-depth investigation of a single subject group or phenomenon. A case study design was adopted because the objective of the study required an in-depth understanding of the strategies applied by a single constituency (Mwala CDF management) to implement constituency development programs and the challenges involved in such strategies.

The researcher found a case study suitable for achieving the study objectives since it may not have been practical within the limited time frame to carry out the study in all the potential population of the two hundred and ten constituencies of Kenya. A case study is a form of qualitative analysis where careful and complete observation of an individual, or a situation, or an institution is done in detail and then from the case data, generalizations and inferences can be drawn (Kothari, 2004).

3.3 Data collection

Primary information was collected on strategies applied by Mwala CDF management to implement Constituency development programmes and the challenges faced. The data collected was qualitative, and an interview guide was used to collect it. The interview guide consisted of two main sections: Section A was designed to collect data on profile

of respondents and Section B was to collect data on strategies applied by Mwala CDF management to implement constituency development programs and the challenges involved in such strategies.

The study targeted respondents directly involved in the day -to-day operations and running of CDF activities. The researcher aimed to interview five respondents: two from the monitoring and evaluation sub-committee, one from tender sub-committee, the chairman of the executive committee, and the Fund manager. The respondents deal directly with the operations of CDF management and therefore involved in decision making. The researcher was convinced that they were capable of providing the information necessary to achieve the objectives of the study.

3.4 Data analysis

The data obtained using the interview guide was analyzed using content analysis. Content analysis is the systematic qualitative description of the object of the study. It was found appropriate since it allowed the researcher to make general statements on data collected that would otherwise be difficult to achieve numerically.

Content analysis systematically analyses the content of written, and/or spoken material or communication (Kombo and Tromp, 2006) Data collected was organized and analyzed in two major themes: profile of respondents and strategies applied by Mwala CDF management to implement constituency development programs and the challenges involved in such strategies. The interview guide contained open ended questions that encouraged the respondent to explain freely without being limited.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data findings, analysis and interpretation. The research objective was to determine the strategies applied by Mwala CDF management to implement constituency development programmes and the challenges involved in such strategies. To achieve this objective, an interview guide was used to obtain the required information. It was divided into two sections; Section A dealt with the profile of respondents while B sought to find data on the strategies applied by Mwala CDF management to implement constituency development programmes and challenges involved in such strategies.

The study targeted five interviewees: those involved in the running of CDF activities and therefore participate in strategic decision making. The researcher believed they were more conversant with the subject of the study and therefore competent in providing the relevant information regarding the objectives of the study. Data collected was organized and analyzed under relevant themes using content analysis.

4.2 Profile of respondents

This section aimed to obtain information on academic and professional qualification, work experience and general understanding of duties and responsibilities of CDF management. Profile of respondents was necessary to assess the respondent's capacity to

provide relevant information and make effective decisions on the implementation of constituency development programmes.

All the interviewees had college level of education and above. Professional backgrounds ranged from; Teaching, Business Administration and Telecommunication Engineering. Majority of the respondents were retired as well as serving public servants while the rest engaged in private work. On average, the respondents had served in CDF management for four years. They were well versed with CDF management operations, and as a result, ably articulated the subject matter.

4.3 Strategies applied by Mwala CDF management to implement constituency development programmes

The dichotomy between CDF initiative and the previous development policies that focused on top-bottom approach in development planning is the emphasis on community participation. Community participation is therefore critical in the implementation of constituency development programmes. The valid strategic focus for CDF management is to ensure community participation in the implementation of constituency development programmes. This study focused on the strategies for effective community participation in development process as recommended by Chitere (1999). Chitere emphasized that to achieve effective community participation; effective coordination, consensus building, communication process, community empowerment and conflict resolution was necessary.

4.3.1 Effective coordination

Coordination involves facilitating active participation and/or functioning together of various stakeholders towards the achievement of a common objective by way of circulating relevant information, discussing and resolving issues, and adopting/assigning tasks and responsibilities on the basis of resolutions reached. Coordination is the function of top management and it is achieved through application of such techniques as; communication process/information management (collection, analysis and dissemination of relevant information, planning(defining objectives, goals, performance standards and operating procedures) and formulating working committees.

Coordination is important for better resource management and mobilization, securing commitment and cooperation, achieving genuine collaboration, creating a sense of ownership, eliminating suspicion and impasse and overall, achieving sustainability. Mwala CDF management uses effective consultation to gather diverse views on constituency development programs in order to make reliable conclusions and decisions. This was facilitated through conduct of open public meetings right from the lowest level (village) through to the location for project identification and proposal appraisal, engagement of key stakeholders and interest groups in discussions: usually by the Patron and project coordinator, individual CDF management member's personal interaction with the community members, and monitoring and evaluation meetings where community members were invited to give views.

Key stakeholders and opinion leaders are involved and encouraged to articulate CDF agenda. This was aimed at boosting the confidence and trust of the community based on the influence and versed knowledge of local development issues of such leaders. Sub-Location and Locational development committees as constituted under the District Focus for Rural Development (DFRD) strategy are used as forums for project proposal formulation and prioritization before submission to CDF management. Project implementation Committee members are drawn from the neighborhood of the project site. In cases where the beneficiary was an institution such as a school or hospital, the existing management structure was used. This was aimed at creating/rising sense of ownership/acceptability and as such, sustainability was guaranteed.

4.3.2 Community empowerment

Community empowerment includes affording the community the opportunity to participate in development decisions affecting them, guaranteeing fair and equitable distribution of development benefits, and capacity building by way of training, sensitization and education so that community members can competently participate in their development matters/agenda. Empowerment induces commitment and sense of ownership of the projects being implemented.

The study findings indicated that the community played a key role in project implementation. Project management committees comprise members drawn from around the project site. For established institutions, the existing management committee implements the project. Mwala CDF management has also adopted a policy that

encourages the use of local labour and where possible local contractors should be engaged as a way of creating employment opportunities for the local community.

Public Barazas were usually organized especially within the area where a project has been funded to create awareness and sensitize the community on its objectives and their role. Equity in the distribution of resources is ensured through fair distribution and funding of projects across all the locations/wards. Past records guided current project funding to eliminate bias. Seminars facilitated by the Fund manager are mounted for all project management committees in all the locations before implementing projects. This was meant to impart project management skills, roles and responsibilities, and more specifically the necessary requirements and procedures for implementing CDF projects, to ensure efficiency and effectiveness in the utilization of resources.

4.3.3 Communication process

Communication is the verbal or written exchange of information, plans, opinion, and concerns. It is intended to create common perception; behavior and building overall understanding between parties. Usually a clear channel of communication is defined. The channels of communication used by Mwala CDF management included; cell phones, written communication (memoranda, reports), public meetings, and discussion groups.

Locational development committees were provided with timelines in advance on when to submit project proposals so that CDF management submits to the Board on time as per the CDF calendar of activities. The CDF management gives guidelines to the

implementing committees on the necessary documentation required before funds were disbursed to the project, and to furnish the management with progress report on regular basis. Project implementing committees were trained and sensitized on their role before project implementation commences. Public meetings are convened at village, sub location and Locational levels to provide forum for interacting with constituents with the aim of exchanging views about constituency development projects; for example during monitoring and evaluation visits and project appraisal. Communication was also achieved through individual CDF management members' personal interaction with community members.

4.3.4 Consensus building

This strategy is meant to achieve cooperation and agreement among members of the community to work together in development activities. Communication is core to achieving consensus and agreement. Communication facilitates clarification of issues and sharing of relevant information. Lack of cooperation encourages disputes and wrangles, and may result to delayance in the implementation of the projects, thus compromising efficiency and effectiveness.

Mwala CDF management has successfully applied lobbying and consultation, use of existing leadership structures, specifically Provincial Administration and councilors as instruments for consensus building. Public Barazas for education and sensitization were organized whenever it was suspected that there might be potential disagreement on issues relating to constituency development programs. Problematic areas have been profiled for mitigation measures. It was noted that availing funded projects' status reports to the

stakeholders regularly also helped in creating understanding. To improve communication, plans to launch constituency website and newsletter magazine were underway.

4.3.5 Conflict resolution

This strategy involves reconciliatory effort adopted by project implementers to address conflict situations among community groups/members so as to ensure the success of projects. Conflicts may arise due to divergent views and opinion on outcomes, procedures, personal interest and general misunderstanding. Conflicts discourage commitment and erode trust and confidence in community development projects.

Mwala CDF management uses mitigation measures to defuse simmering conflicts through public meetings where the warring parties were given opportunity to express their issues and then guided on possible solutions. The other measures include; placing signage on every complete project, effective consultation to gather diverse views, providing various channels for convenient communication like use of cell phones, memoranda (presented through delegations, usually to the Patron) and Government structures especially Provincial Administration. One of the roles of the Executive committee was arbitration of conflicts, personal interaction by individual CDF management members is hoped to assist in early detection and prompt action on potential conflicts.

4.4 Challenges relating to the implementation of constituency development programmes in Mwala constituency.

Like all other strategies, there were challenges involved in the application of constituency development implementation strategies. The challenges related to; ineffective leadership, implementing teams, ineffective communication and lack commitment. They included; inaccurate and incomplete information, ignorance about CDF objectives, lack of cooperation by key stakeholders and lack of integrity among implementing teams. The challenges have been discussed in the subsections that follow.

4.4.1 Ineffective leadership

Leadership is critical in strategy implantation. Top management is supposed to ensure that strategy implementation is not undermined by effectively articulating its objectives and mobilizing the support of all stakeholders. The management is expected to be knowledgeable and conversant with the strategy in order to make the right judgement, provide necessary guidance and direction. Leadership is the back bone of all strategies that Chitere recommended for implement ting community development programs. Ineffective leadership results in general ineffective coordination of strategy implementation activities.

The study found out that the element of political interference by mostly political opponents of the incumbent Member of Parliament, led to inaccurate and incomplete information aimed at misleading decisions. Majority of members of the community were ignorant about CDF objectives and therefore lacked interest to participate in decision

making process. On the other hand misconception about CDF as a source of free money led to integrity issues especially among the implementing committees and lack of cooperation among key stakeholders, notably, relevant government departments. Some Heads of department expected monetary incentive in order to provide necessary technical support; this was manifested in the general laxity in executing relevant processes and documentation. The problem of lack of accurate information, cooperation and full involvement of the community members and key stakeholders hampered; effective coordination, communication, community empowerment, and fostering of effective agreements.

4.4.2 Implementation teams

Strategy is implemented by individuals and teams. It is therefore expected that competent individuals are considered and encouraged to execute tasks and responsibilities, targets and performance standards set to create motivation. Incompetent teams lower the effectiveness of implementing the programmes. It was noted that some project implementing committees were ignorant about CDF objectives and principles, incompetent and lacked integrity. They perceived CDF as source of free money for personal gain. As a result they focused on apportioning larger amounts of money to administration and allowances at the expense of the projects. There were also cases of mismanagement of funds.

Project management committees of existing institutions were more reliable than those of isolated projects in the community. This was because of the established management system and experience with other projects funded through other sources. There was also

failure to submit/provide necessary documentation to CDF management on time to facilitate processing and release of funds to projects and as a results project timelines were not met causing resource wastage and delay in project completion. Under this circumstances; effective communication is curtailed, community empowerment put in jeopardy, effective coordination is compromised and consensus building and conflict resolution in times of disagreement becomes a challenge.

4.4.3 Ineffective communication

Communication is an important vehicle in strategy implementation. Communication facilitates clarification of issues and eliminates ambiguity. Communication should be two way, in order to effectively monitor strategy implementation progress. It should also be timely and complete for it to be relevant. Communication is central to all the strategies suggested for implementing community development programs: It facilitates; coordination, community empowerment and fostering of agreements.

The study established that bottom-up flow of information was inadequate, not timely, and inaccurate: There was usually delayance in submission of requisite reports and documentation by Project management committees, some information given to CDF management was based on personal differences for the purpose of discrediting aproject or the implementing team. On the other hand, flow of information to the community was selective in certain circumstances. Some information was preserve of certain individuals in the community for political expediency. As a result of the unbalanced communication, common understanding was undermined and consequently the application of the strategies was affected.

4.4.4 Lack of commitment

Individual and team support is important in strategy implementation. Top management is supposed to clarify and effectively articulate strategy objectives, assign roles and tasks in order to create motivation and win support of all participants. Lack of commitment affects the motivation /drive to pursue organization goals and objectives. It may be contributed by among other factors; lack of targets, clear objectives, perceptions and attitude, and lack of working tools and resources.

The findings indicated that, lack of commitment was motivated by the fact that majority of members of the community were ignorant about CDF objectives and therefore lacked interest to participate in decision making process. On the other hand misconception about CDF as a source of free money led to integrity issues especially among the implementing committees and lack of cooperation among key stakeholders, notably, relevant government departments. Some Heads of department expected monetary incentive in order to provide necessary technical support; this was manifested in the general laxity in executing relevant processes and documentation. Limited resources demotivated stakeholders. This mostly affected monitoring and evaluation activities. Political expediency also contributed to lack of commitment because some decisions would be taken based on political interest. On the basis of the findings, lack of cooperation and full involvement of the community members and key stakeholders interfered with; effective coordination, communication, community empowerment, and fostering of effective agreements.

4.5 Discussion

Strategy is a planned process by which various communities, groups arrive at chosen objectives (Chitere, 1999). Chitere highlighted some of the strategies that can be applied in community development such as; effective coordination, community empowerment, communication process, consensus building and conflict resolution. As pointed out by Kimenyi in (2005), CDF can be classified under community driven development structures and as such community participation was important. The strategic focus for CDF management is in achieving effective community participation.

The study findings confirm that CDF managements need to apply strategies that promote community participation in the implementation of constituency development programmes to improve performance and sustainability of such projects. From the study findings, it was established that there are key strategies that CDF managements can adopt and ensure they are well implemented for successful implementation of constituency development projects: effective coordination, community empowerment, communication process, consensus building and conflict resolution. Mwala CDF management has applied these strategies by emphasizing effective consultation, thereby fostering transparency and accountability, collaboration, equity and fairness in the allocation of funds to projects across the constituency, education and advocacy, and enhanced monitoring and evaluation.

National Tax Payers Association (2010) pointed out that Mwala constituency had improved in implementing CDF programs by bolstering accountability of the allocated funds. The report further indicated that, most the projects were incomplete or were ongoing far beyond time of completion. From the findings; the delay was occasioned by laxity in submitting the requisite documents to CDF management on time by the project management committees.

Empirical studies that have been conducted on the implementation of constituency development programmes in other constituencies reveal that, CDF managements adopt some strategies in order to successfully implement constituency development programs. For example; Yegon (2010) found out that effective consultation, project evaluation, and project appraisal were some of the effective strategies used in implementing CDF projects in Sotik constituency.

This study has established that, effective consultation is a key strategy in; effective coordination, consensus building and conflict resolution. Other strategies that this study has revealed include; equity and fairness, collaboration, enhanced monitoring evaluation, and education and advocacy. This research focused on determining the objective of the study in the context of community development strategies that Chitere recommended, including; effective coordination, community empowerment, communication process, consensus building and conflict resolution.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study aimed to determine the strategies applied by Mwala CDF management to implement constituency development programmes and the challenges involved in such strategies. From the findings, the following discussions, conclusion and recommendations were made.

5.2 Summary

According to the findings, all the interviewees indicated that Mwala CDF management applies effective coordination, community empowerment, communication process, consensus building and conflict resolution in the implementation of constituency development programs. It was also clear that effective consultation was critical factor in effective coordination, consensus building and conflict resolution.

It emerged that effective coordination strategy was key to the implementation of constituency development programmes. Effective coordination was achieved through effective consultation, collaboration and enhanced monitoring and evaluation. Community empowerment was facilitated through equity and fairness in the distribution of the development programs across the constituency, capacity building, project management committees and awareness creation and advocacy. Communication process was facilitated by cell phones, reports, public meetings and written memoranda.

Consensus and conflict resolution strategies were achieved through effective consultation, effective communication, and collaboration.

The findings indicated that the application of effective coordination, community empowerment, communication process, consensus building and conflict resolution strategies was affected by challenges associated with; ineffective leadership, implementation teams, ineffective communication and lack of commitment.

The challenges of ineffective leadership included; lack of accurate information as a result of political interference and lack of cooperation/full involvement of key stakeholders. Project implementation committees lacked integrity due to the misconception about CDF as a source of free money and failure to provide requisite information to CDF management promptly. Ineffective communication hampered free flow of relevant information at the right time due to political interests, lack of commitment resulted to lack of enthusiasm among the implementing stakeholders. These challenges affected effective coordination, effective communication .community empowerment and fostering of agreement.

5.3 Conclusion

The study concludes that, just like Mwala CDF management, other constituencies and organizations implementing community development programs may apply Chitere's successful community development strategies that guided this study and others that have been recommended by other scholars for the successful implementation of community development programs.

Like all other strategies, strategies applied by Mwala CDF management to implement constituency development programmes face various challenges such as ineffective leadership; ineffective communication, and lack of commitment which this study identified as affecting all the strategies discussed. For example, the issue of inaccurate information due to political interference, ignorance and lack of cooperation among key stakeholders as a result of ineffective leadership, affected effective coordination and communication strategies although the two strategies were central to the success of the other three: community empowerment, consensus building and conflict resolution. It was evident from the study that leadership is the key determinant of successful strategy implementation.

5.4 Recommendations

The researcher recommends that this study be replicated in other constituencies, so that more strategies for implementing constituency development programmes can be determined. With more studies, the most effective strategies can be determined and recommended for application across the constituencies.

Leadership is the engine for driving strategy implementation .Organizations should invest and in human resource and deploy it appropriately as well. The leader provides focus, ensures motivation is sustained and continuously guides subordinates. The leader should be knowledgeable and able to mobilize subordinates to pursue organization goals and objectives

The issue of political interference came out clearly. The government should consider reviewing the CDF Act to protect CDF from political interference; because the failure or success of constituency development programmes was attributed to the MP who is the patron of CDF. This explains why some information was intended for certain people believed would use it positively to the advantage of the Mp. Constituency Development Fund is a viable strategy that should be sustained to improve the lives of rural communities

5.5 Limitations of the study

The researcher experienced some challenges during the collection of data. Suspicion and political patronage interfered with free discussion that led to lack of clarity on certain questions. Mwala CDF management has no research policy and therefore, it was difficult to understand my mission and accept interview. So this study may not be conclusive enough.

Constituency Development Fund management members do not operate from a central place/office, save when there was a meeting or an activity that warranted the members to converge at the CDF office. Constituency Development Fund management is not full time employment and therefore members are usually engaged elsewhere with their occupational activities except the Fund manager who is on full employment. This posed the challenge of easily accessing the interviewees.

5.6 Suggestions for further research

The researcher wishes to recommend that the study be replicated in other constituencies because more strategies were discovered in the study of Mwala constituency. Studies can also be conducted on the relationship between the individual strategies and the performance of the CDF management in the implementation of the projects.

Research can also be conducted in other organizations implementing community development projects, to determine what strategies they use for the purpose of continuous improvement through benchmarking.

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APPENDICES

APPENDIX 1s INTRODUCTORY LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

redone: 0-0-2050
J. O. Ombui, Nairobi
Tel: 22095 Vanity

P.O. Box JO 177
Nairobi, Kenya

TO WHOM IT MAY CONCERN

The bearer of this letter is *Mr. J. O. Ombui*, T...

Registration No ... *t.I.A.S.Q1.I/P. 19...!*

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

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

Thank you.

IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

APPENDIX 2: INTERVIEW GUIDE

The study sought to determine the strategies applied by Mwala CDF management to implement Constituency development programmes and the challenges involved in such strategies.

Section A: Profile of respondents

1. What is the level of your education?
Secondary College Degree Post graduate others
2. a) What is your profession?
b) How long have you been practicing in paid or self employment?
3. a) Are you conversant with the representation of CDF Management?
b) If yes, what group do you represent?
4. a) How long have you served as a member of CDF management?
b) How long have you served as a member of the Executive committee or subcommittee?
c) What is your role as Executive committee or subcommittee?
5. a) Do you hold any position in CDF management?
b) If yes, what is your role?

Section B: strategies applied by Mwala CDF management to implement constituency development programs and the challenges involved in such strategies.

6. a) What ways do you use to involve constituents in constituency development programs?
b) What difficulties do you face?
7. a) How do you ensure a project is successfully implemented?
b) What challenges do you encounter?
8. a) How do you incorporate the views of the constituents when taking decisions on constituency development programmes?
b) What would you recommend for improvement and why?
9. a) How do you mitigate against negative perception about implementation of constituency development programs?
b) What obstacles do you experience?

10. Please explain how CDF management has applied the under listed strategies recommended for community development to implement constituency development projects, their success level and why?
- a) Effective coordination.
 - How has it been applied?
 - How successful has it been, why?
 - b) Community empowerment
 - How has it been applied?
 - How successful has it been, why?
 - c) Communication process
 - How has it been applied?
 - How successful has it been, why?
 - d) Consensus building
 - How has it been applied?
 - How successful has it been, why?
 - e) Conflict resolution
 - How has it been applied?
 - How successful has it been, why?
11. What challenges does CDF management face with the following factors in the application of the strategies explained in No. 10 above?
- a) In effective leadership.
 - b) Implementing teams.
 - c) Ineffective communication.
 - d) Lack of commitment.

APPENDIX 3: MAP OF MWALA DISTRICT ADMINISTRATIVE BOUNDARIES

MWALA DISTRICT: ADMINISTRATIVE



Legend

- |..... 1 mwala district boundary
- [1 Mwala_ S visions
- 1 1 m.ra.a. locations
- | | Mwala

