

# **ANALYSIS OF EFFECTIVENESS OF CDF STRATEGIC PLAN IMPLEMENTATION ON BUURI CONSTITUENCY DEVELOPMENT FUND COMMITTEE (CDFC)**

**Bonface Kinoti Gatobu**

Master of Business Administration in Strategic Management, Kenya Methodist University, Kenya

**Jane Munga**

Kenya Methodist University, Kenya

**Bernard Baimwera**

Kenya Methodist University, Kenya

©2017

**International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374**

**Received:** 29<sup>th</sup> September 2017

**Accepted:** 4<sup>th</sup> October 2017

Full Length Research

**Available Online at:**

[http://www.iajournals.org/articles/iajhrba\\_v2\\_i3\\_653\\_676.pdf](http://www.iajournals.org/articles/iajhrba_v2_i3_653_676.pdf)

**Citation:** Gatobu, B. K., Munga, J. & Baimwera, B. (2017). Analysis of effectiveness of CDF strategic plan implementation on Buuri Constituency Development Fund Committee (CDFC). *International Academic Journal of Human Resource and Business Administration*, 2(3), 653-676

## **ABSTRACT**

Strategy implementation involves the process of transforming strategic intentions into actions, then into acceptable results. It is one of the most important stages in the decision making process, taking into account all the actions necessary to put the strategy into practice. This study focused on the public sector and within the context of CDF at Buuri Constituency. The first objective of the study was to determine how organization structure influences strategy implementation at Buuri constituency, the second is on the extent to which organization culture influence implementation of strategic, plans, thirdly, the extent to which Buuri Constituency Strategic Plan has been implemented and finally the extent to which various challenges in the implementation of the strategic plans at Buuri Constituency. The research design used in this study was descriptive research design. The study used a questionnaire as the main data collection tool. The study targeted all the sixteen members of Buuri CDF committee and the water and sanitation project implementation Committee, Bursary Fund implementation Committee, Roads and Public works implementation committee. The study used a census method since the population under study was relatively small. Data analysis was conducted through the use of descriptive and inferential statistics. Inferential statistics were used to draw conclusions and make predictions based on the analysis of numeric data. This information was presented in the form of tables and figures. The tools used for the analysis was SPSS (V23) and Microsoft Excel (2013) software. The major findings

of the study were that Buuri CDFC 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 Buuri CDFC 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 study found that there is a positive relationship between strategy implementation and organizational structure, organizational culture and addressing implementation based challenges of magnitude 0.606, 0.852 and 0.793 respectively. The positive relationship indicates that there is a correlation between the factors and strategy implementation in Buuri CDFC with organizational culture having the highest value and organizational process having the lowest correlation value. Nevertheless, all the factors had a significant p-value ( $p < 0.05$ ) at 95% confidence level. The significance values for organizational structure, organizational culture and Challenges were 0.048, 0.011 and 0.024 respectively. The Anova results show that the significance value is 0.0236 which is less than 0.05 thus the model is statistically significant in predicting how the organization structure, organization culture, and mitigating of challenges influences strategy implementation at Buuri CDFC.

The F is significant at 5% level of significance was 3.27 because f calculated is greater than F critical (Value + 7.563), this shows that in totality the model was significant Based on the findings of the study there is need to put more emphasis on a functional Organisation Structure as well as culture bearing in mind that the institutions in question have been in existence for a period of more than five years. Activities of the Buuri CDFC need to be streamlined such that different

departments of the committee are not competing with one another but working for the common good of the Buuri Constituency citizenry. The issues regarding allocation of resources, should be discussed openly and candidly, this will eliminate suspicion especially on favourism based on political inclinations.

**Key Words:** *CDF, strategic plan, implementation, Buuri Constituency Development Fund Committee (CDFC)*

## **INTRODUCTION**

Strategic management is a concept that enables concept that captivates competition in the industry. It can also be described as the direction or the scope of the organization on the long term. This scope must be that which achieves the competitive advantage within a dynamic environment and ensures that organizations objectives are achieved and meet the expectations of all the stakeholders, strategic management also incorporates a comprehension of strategic positions of the organization. Strategic management further includes strategic futuristic choices and convert strategy into actions (Johnson, Scholes, & Whittington, 2014).

There exists a sharp contrast between strategy formulation and strategy implementation. While strategy implementation is purely administrative brings change through organizing and motivating the people, strategy formulation is far and large entrepreneurial and involves a theoretical perspective. Implementation of strategy involves facilitating a change in culture and existing systems (Perce, 2007). Strategy implementation is quite a complex affair and consumes a lot of time. The tasks in strategy implementation need to be performed right from the top of the organization to all its other units. This makes it necessary to align the organizations objectives to the clearly defined strategy. This implies that strategy must combine almost all units and make sure that they have a shared vision in instituting the requisite changes.

Strickland (2014), urges that strategy must implementation must be tailor made to specific organizations taking into consideration their settings. However there are common tenets of implementation that must be observed conventionally no matter the type and size of organization. These conventional elements in the implementation have been classified as either process or structure. Structure puts together resources, leadership, culture and any other relevant administrative procedures, it further includes allocating the requisite to critical strategy and building a firms capacity to implement strategy successfully, ensuring continuous improvements, put in place support systems and aligning structures of reward to results and achievements.

In Kenya a constituency is an area of political representation in the Kenyan legislature or residents in an electoral district. The constituency is represented by a Legislator who represents the locals at the legislative arm of government. There are currently 290 constituencies in the republic of Kenya defined based on population per constituency each constituency can only be represented by one Member of Parliament at a time. Constituencies are further divided into wards which are represented by Members of County Assembly (MCAs).

The CDF Act (2003) (Kenya Gazette Supplement No. 107 (Act No. 11) of 91'1 January, 2004) spells out the manner in which the fund is to be allocated. 75% of the fund is to be equally distributed among all the 290 constituencies while the remaining 25% is distributed based on the poverty index of the constituency in question. The act further states that 68% of the fund must be used for development project, 15% for bursary funds in the constituency, 5% be set aside as an emergency fund while administrative costs of running a CDF office should not exceed 3% of the total amount allocated.

Eradication of poverty and equity in resource distribution in Kenya has been a challenge in Kenya as it has been in other developing countries. Since the advent of self rule, the Kenyan government of Kenya in several instances attempted to decentralize programmes central among them being the Constituency Development Fund (CDF). Founded in 2003 through an Act of parliament, CDF was seen as a major tool to fight poverty on the grass root and level iron out inequalities brought about by patronage politics through provision of funds to parliamentary areas of jurisdictions (Constituencies). CDF projects at grass root level are mainly aimed at reducing poverty by catering for basic developmental amenities such as basic education, health, security, food security and electricity.

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.

CDF has hugely impacted on the socio economic aspects of the communities in Kenya. The quality of education has been greatly improved through provision of school infrastructure such as classrooms, water sanitation facilities, dormitories laboratories among others. According to (Mugambi, 2013) this has greatly improved the school enrollment rates both in primary and secondary schools. CDF has also reduced child mortality rates (Kipruto, 2012) because the fund has by and large been used to fund construction of basic health care facilities. Rural access roads have also been constructed using the CDF fund opening up entrepreneurial opportunities to locals at grass root level.

## **Brief Overview of Buuri Constituency**

Buuri constituency is an area of political representation in Meru County in the republic of Kenya. Buuri is one of the nine areas of parliamentary representation in Meru County. Covering approximately 69 square kilometers, Buuri constituency was split from the larger North imenti. Buuri has four county wards including Kisima Naari/Kiirua Rwarera/Ruiri and Timau. The constituency holds the record of having the youngest representative in parliament in the name of Kinoti Gatobu Boniface.

The auditor general's report on Buuri constituency (year 2015) recorded that Kshs 41,550,329 was used in the constituency but could not be accounted for as required by law. However, the CDF committee disbursed Kshs 2,575,000.00 as bursary to various institutions of learning. Surprisingly the CDF committee in Buuri failed to disburse Kshs 34,495,560 meant for development project. The undisbursed funds included money meant to be disbursed to other government units. This is just but one case of failure to implement plans and policy which this study is all about. In 2016 that was a major dispute in Timau Ward more so on involvement of all the necessary stakeholder especially in the CDF committee (Auditor General's report 2015).

CDF implementation in the recent past in Buuri constituency as has been elsewhere in Kenya, has revealed the non cohesiveness between funding of operations of specific projects with benefits on the ground and the local nature of capital investment decisions. It is for this reason that the Ministry of Planning and Vision 2030 directed the constituencies to prepare strategic plans for their individual constituencies. Very little if any empirical studies have been conducted to determine the impact of strategic planning in Kenya. No study particularly has been done in Buuri Constituency to address the implementation of CDF strategic plans and their effectiveness. Given this gap this study will seek to analyse the effectiveness of CDF strategic plan implementation in Buuri constituency in Meru County.

## **STATEMENT OF THE PROBLEM**

Among all aspects of strategic planning, strategy implementation is one of the most difficult. (Lynch, 2003). Lynch further claims that while many organizations strive to devise several strategies few of them has any meaningful impact to the organization. The reason for this is that strategic plans are not made I such a way that the staff including the management may operationalize them in the day to day running of the organization (Thompson & Strickland 1992). The CDF as a programme social economic development provides funds through constituencies (Parliamentary jurisdictions) to implement projects that provide most basic needs such as water, healthcare and education, food security and even electricity. Huge amounts of funds have been transferred to all the constituencies every year with the main aim being to reduce or eradicate poverty in Kenya. The CDF kitty has for example been instrumental in adding the government policy of free primary education through provision of basic school infrastructure. New wards have been built to supplement those already existing in major

hospitals, dispensaries among other healthcare related installations. Police posts have been constructed in areas prone to insecurity using the CDF kitty which the national government has been quick to put into operation. Kamau (2015), found that many public and public institutions in Kenya find it just fashionable to create a strategic plan but rarely commit themselves to the eventual implementation of the same, public sector where the CDF falls being the worst hit. This can in one way or another be attributed to the several areas of hardship characteristic of strategy implementation prominent of them being involvement of all stakeholders. Several studies on strategy implementation have been conducted in Kenya, for example. Koseke (2013), conducted a study on implementation of strategic plans in private schools in Mbooni constituency, this study was however qualitative in nature and heavily reducing its acceptability in the scientific community. These studies only focused on strategy implementation in established private institutions. The study mainly focus on strategy implementation and the associated challenges in the public sector and in particular the CDF implementation. This institution is very unique since the funds are mainly controlled by individuals and inclines towards politics. The structures of the constituency are less developed and keep changing as does the politicians every five electoral years. This is the gap that this study sought to fill. The National CDF board do have a five year strategic plan (Ramadhani, 2012) that they use as a way of making their national operations to be more efficient. In turn the national body expects the CDF committees at constituency level to replicate this and ensure that they align their strategy to that of the national Board. This inturn change the management and the staff to perceive the larger (long term) goals of the CDF. This study focused on Strategies in Buuri Constituency and whether in particular check the extent to which Buuri Constituency is implementing strategies that they developed in order to achieve their objectives. Is Buuri constituency informed by strategic plans in implementation of CDF programmes in the constituency or are the strategies just made to as a compliance measure as required by the National CDF Board?

## **MAIN OBJECTIVE**

The main objective of the study was to conduct an analysis of the effectiveness of CDF strategic Plan in Buuri Constituency in Meru County.

## **SPECIFIC OBJECTIVES**

1. To establish the influence of organization structure on implementation of strategic plans in Buuri Constituency.
2. To determine the extent to which organization culture influences implementation of strategic plans in Buuri Constituency.
3. To establish the extent to which Buuri Constituency Strategic development plan (2013 – 2017) has been implemented.
4. Establish the challenges in the implementation of Buuri Constituency Development strategic Plan.

## **THEORETICAL REVIEW**

This study was formed by James D. Mooney's Administrative management theory, Henri Fayol's Theory of General management and Weiss theory of change.

### **Theory of change**

Olson & Bokor (1995), proposed the theory of change in her publication attributed lack of evaluation to poor planning. She argues that all stakeholders of community based projects are usually not usually clear on how the process of change will take place and how the various goals of the project will be reached. The inadequacy of step by step guidance on what it to be done to achieve the intended objective makes evaluation quite hard, denying the project the continuous improvement which is requisite for full project implementation (Mbogo, 2009). The theory of change describes all the assumptions that explains all the "mini" steps that lead to the eventual achievement of the intended long-term goal. She also addressed the connections between intended activities and objectives at every "mini step". Olson and Bokor (1995) calls for objectivity and urges project implanters to be objective on what outcomes are expected of specific interventions.

CDF projects are community based initiatives that intends to bring about large scale community based changes. CDF projects have very ambitious goals, therefore the strategic plans thereof are equally difficult to implement. (Mbogo, 2009) urges that CDF projects are usually stage managed to bring buy political mirage instead of the intended social benefits therefore making planning and implementation of the same a high toll. Weiss (1995), argues that the process of strategic planning, all the participants must articulate as many assumptions regarding the intended objectives as they have. Among the most important assumptions are the various environmental factors that may hinder the attainment of the outcomes, the connection between short term, intermediate and long term goals, and identification of the link between activities and the intended outcome. The theory of change was very instrumental especially in articulating the organization structure of Buuri CDFC. Though the structure hardly changes, the personnel who occupy various offices keep changing especially if and when the top constituency leadership changes more so after a general election. The theory stresses on the need to institutionalize organization structures.

### **Henri Fayol's Theory of General Management**

Fayol's idea of establishing the first general theory of management was developed as a result of his belief that it was essential for managers to have a set of principles to guide their management. He developed his ideas when public and private institutions were growing, which led to a need for management positions. Research-based knowledge was needed to help the field of management develop. His primary piece of literature entitled, General and Industrial Management, was published in French in 1916 and in English in 1949. His theory incorporates

four components which include organizational activities, management functions, administrative principles, and methods for putting principles into operation (Tompkins, 2005).

Fayol distinguished a difference between “governing” and “managing” an organization. He established six types of activities within governing an organization. Managerial activities incorporate only one of these six aspects. Five other activities relate to industrial concerns. Technical activities involve the production of goods and services, while the commercial activities pertain to buying and selling. Financial activities are associated with raising and expending capital, while the security activities relate to the protection of property and individuals. Accounting activities concern the tracking of profit and losses. These activities may vary in how they are addressed according to the specific type of organization. (Tompkins, 2005).

According to Fayol, five functions are incorporated into management. The first is “planning,” which is predicting future events/trends that could influence the organization and utilizing this information to impact the organization’s action plan. It involves effectively using resources to meet the organizational objectives. The next function, “organizing,” incorporates both material and human structural components. It involves aspects such as establishing a hierarchy or authority and dividing tasks among workers. “Commanding” is another component that involves providing direction to the organization to emphasize organizational objectives. It includes components such as communicating goals and discharging workers who are incompetent. “Coordinating,” another function, involves “unifying and harmonizing all activity and effort” organization. “Controlling” involves ensuring that conformity is present in relation to established plans, rules, schedules, and directives. According to Fayol, any supervisor, no matter what their level, should strive to encourage these functional responsibilities in order to achieve organizational success (Tompkins, 2005).

This theory is relevant to organization structure and organization culture, the leadership creates continuity as described by Fayol from the onset a culture of planning is created, continuity can also be impacted by organizing the various stakeholders in the CDFC, this in turn gives room to the management to command as they play their managerial roles, this includes coordinating the various functions of the CDFC. It is in doing this that the management can now take charge of the process and ensure that goods strategies are implemented. Through this process it will also be easy to mitigate challenges they present themselves in the implementation of the strategic Plan.

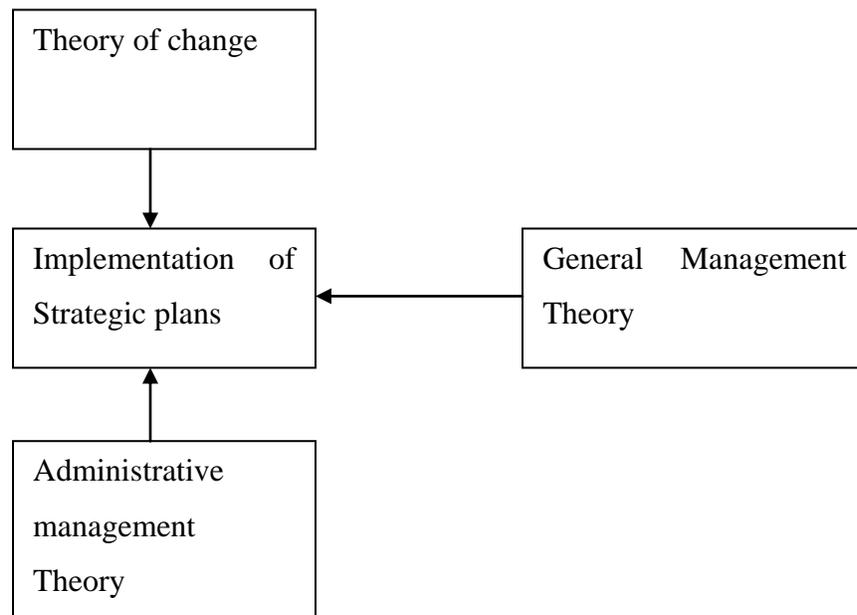
### **Administrative Management Theory**

James D. Mooney and Alan C. Reiley are also contributors to the administrative management theory. Although Fayol’s 14 principles dealt with psychological, behavioral, and structural issues, the primary focus in the U.S. needed to focus more specifically on organizational structure. Their primary piece of literature is entitled *Onward Industry! The Principles of Organization and Their Significance to Modern Industry*, which was published in 1931. They emphasized the importance of organizational structure being governed by universal principles

(Tompkins, 2005). The coordinative principle, known as the master principle, involves an organization coordinating the tasks of multiple workers in order to accomplish their organizational objectives. According to Mooney and Reiley, authority figures should be responsible for coordinating power. This is done by managing formal authority up and down the chain of command (Tompkins, 2005).

According to Mooney and Reiley, “The subordinate is always responsible to his immediate supervisor for doing the job, the superior remains responsible for getting it done, and this same relationship, based on coordinated responsibility, is repeated up to the top leader, whose authority makes him responsible for the whole” (p. 104). These theorists emphasized a principle governing the superior-subordinate relationship identified as the “exception principle.” It states, “Subordinates should refer only the few unusual and difficult problems to their superiors while handling all easy and routine problems themselves” Frederick Taylor, another theorist, is associated with favoring this exception principle (Tompkins, 2005). The relationship of various stakeholders in Buuri CDFC and the implementation of the strategic plan can be captured in this theory. The power relations among the stakeholders including the division of labour must be observed for the CDFC to run smoothly as a system and strategies get implemented.

### **THEORETICAL FRAMEWORK**



**Figure 1: Theoretical framework**

### **EMPIRICAL REVIEW**

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. Reuvid (2010) views 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 (2001) 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 and Waters (1985) 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.

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 et al. (2014) 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 organizations situation (Thompson and Strickland, 1992).

The vision 2030 is Kenya's development blue print. The vision aspires to have a much improved society by transforming the country into a newly industrialized nation by the year 2030. The three pillars of the vision 2030 .the Economic, social and political pillars of the vision 2030 greatly influenced the formation of the National CDF Board Strategic plan on the other hand constituency strategic plans priorities are informed by the vision 2030 flagship projects. These projects in turn see to the implementation of projects that strategically enhance the community's economic productivity, create jobs for the citizenry, infrastructural improvement social services and nonpolitical discrimination (Machuki, 2015).

Constituency Strategic plans therefore is a response to the vision 2030 and the CDF act to enhance ability to use CDF funds effectively and efficiently. Through the strategic plan a constituency is compliant with the provisions that all statutory bodies in Kenya prepare strategic plans in response to public sector reforms. It is also a basis for the performance contract signing between the constituency and the government. It also is a great avenue for participation of all the stakeholders in development of policy that is beneficial o all the constituents (Ombogo, 2014). Under the revised CDF Act 2007, the Constituency Development Committee (CDC) was renamed the Constituency Development Fund Committee (CDFC). CDFC comprises of 16 members who are appointed by the sitting Member of Parliament (MP). The committee ranks projects in order of priority and is also responsible for the management and implementation of CDF Projects at the Constituency level. A fund Manager is seconded to the CDFC by the Board and is allowed to sit in the CDFC meetings but cannot vote. The fund Manager is the custodian of all records and equipment and maintains a record of all receipts and disbursements for every project in the constituency. The CDF Act 2007 recognizes the Project Management Committee as the committee responsible for implementation of a project at the constituency level (GoK, 2003).

Most organizations in both public and private sector create strategic plans not borne of the need to plan but because it is fashionable to do so. CDF as a National government fund is meant to decentralize funds for projects at grassroots level. A lot of money has been channeled to the CDF since its inception in 2003. The strategic plans at various constituencies in Kenya are only good in paper but the implementation story is completely different (Ramadhani, 2012). This has been occasioned by lack of objectivity where CDF projects are seen as tools to buy political mirage, this then leads to non involvement of all stakeholders among other Bottle necks that derail the implementation of strategic plans (Kamau, 2016). To effect their operations, the National CDF Board is applying their nationwide strategic plan. This has been replicated in all constituencies in

Kenya as a condition before the money is disbursed to specific constituencies. This has made strategy formulation in the specific Constituencies a mere formality (Ramadhani, 2012).

Ramadhani (2012) found various challenges in conducting studies based on implementation of strategy. interviewing managers of CDF projects is hard task as it is actually a self evaluating task that will most likely bring out results that are skewed towards the managers side that the facts on the ground. (Ramadhani, 2012) notes the importance of incorporating views from the outside. This however may not be absolutely helpful since most of the outsiders may have very little if any information on strategic planning. The CDF fund is also highly political and associated with parliamentarians, in fact it is often used as measure of how well one has performed as a member of parliament. Therefore any views given on CDF implementation is seen to be either supporting one political function over the other.

## **RESEARCH METHODOLOGY**

### **Research Design**

The research design used in this study is descriptive research design. According to Cooper and Schindler (2006), descriptive design discovers and measure cause and effect relationships among variables. The study used a descriptive design because it enables the researcher to collect in-depth information about the population being studied. The design was appropriate because the main aspiration of the study was to find out if the independent variables, organization culture, organization structure, and Buuri Constituency Strategic Plan influence strategy implementation at Buuri Constituency CDFC.

### **Study Population**

Population is the entire group of individuals or items under consideration in any field of inquiry and have a common attribute (Mugenda & Mugenda: 2003).

### **Target Population**

Accordingly, Mugenda & Mugenda (2003) it is impractical to select a representative sample from the target; thus a sample was drawn from an 'accessible population' which is more narrowly defined and manageable. The study targeted all the forty seven members of Buuri CDF committee and the water and sanitation project implementation committee, bursary fund implementation committee, roads and public works implementation committee.

### **Sampling Techniques**

Since the target population was relatively small, this study used a census method, i.e a study of each and every respondent in the target population. The main advantage of a census is that it provides a reliable measure of the population without sampling error. The data emanating from the study may also be used to benchmark future studies. It also gives the researcher access to

detailed information regarding subgroups within the target population that may have been ignored in an alternative method.

### **Data Collection Methods**

The author administered to the respondents through hand delivery to their respective places of work instead of posting to save time. Preference was given to the use of this technique over others because it is very hard to get all staff at once in the office due to the nature of their work. The staff was be allowed to complete the questionnaires anonymously to give as much information as possible. To overcome the challenge of collecting uncompleted questionnaires, a two week period was given and assurance given that the information gotten is strictly meant for academic work. The researcher also gave them around 45minutes to fill in the questionnaires and collect them on the spot.

### **Data Analysis**

Once all the questionnaires had been filled out and collected, data analysis was conducted through the use of descriptive and inferential statistics. Descriptive statistics were used to reveal patterns through the analysis of numeric data and to draw conclusions and make predictions based on the analysis of numeric data. Descriptive statistics were used to reveal what the average responses to particular questionnaire items were as well as what the frequency was on various options of a particular questionnaire item. This information was presented in the form of tables and figures. The tools used for the analysis was be SPSS (V23). The researcher also used a multivariate regression model to study the strength of relationship among variables. The regression method was deemed appropriate because of its ability to test the strength of the independent variable placed against the dependent variable. The regression analysis was linear.

## **RESEARCH RESULTS**

The researcher distributed 47 questionnaires out of which 45 were received from the field and 2 questionnaires had some unreliable information. The questionnaires that were accepted as correctly filled were 45 which translates to a response rate of 96%. Regarding the gender of respondents. Male respondents had the highest percentage rate of 56% while the female respondents 44%. On age of respondents, the ages of between 31 and 40 years carry the bulk of respondents at 43%, those between 41-50 were at 22% while those between ages of 21-30 years accounted for 19%, those above 50years were at 06% while those below 21 years were at only 4% while those with more than 46 years made up 7%. The frequency distribution and percentages of the highest education level of the respondents. The findings indicate that 39% have college education, 42% have above secondary school education, while those who have a university education made up 5%.

## **Organizational Structure**

Most of the respondents clearly indicated that the CDF Committee at Buuri Constituency organization structure influenced implementation of the CDF strategic plan. This was stated by 54% of the respondents, 11% urged that organization structure had no influence while 35% said were unsure of the effect of the organization structure (if any) on the implementation of strategic plans. Qualitatively most respondents pointed out to political inclinations to the sitting Member of Parliament where members of the committee were hired based on the inclination they had to the politician. The results tabulated clearly show that, proper communication, involvement of stakeholders; adequate allocations of resources are key elements in implementation of any given strategy. The findings of this study points out that an average of 0.50 of Respondents in Buuri Constituency CDFC are of the opinion that Buuri Constituency CDFC organization structure as currently constituted isn't acceptable. An average mean of 0.70 feel that there are no adequate resources allocated for communication of strategy and communication of the same. For strategy to be implemented it has to be communicated.

The results point out to the fact that there is a positive relationship between strategy implementation and organizational structure, organizational culture and addressing implementation based challenges of magnitude 0.606, 0.852 and 0.793 respectively. The positive relationship indicates that there is a correlation between the factors and strategy implementation in Buuri CDFC with organizational culture having the highest value and organizational process having the lowest correlation value. Nevertheless, all the factors had a significant p-value ( $p < 0.05$ ) at 95% confidence level. The significance values for organizational structure, organizational culture and Challenges were 0.048, 0.011 and 0.024 respectively. This indicated that all the factors were significant with organizational culture being the most significant factor followed by organizational structure while organizational process was the least significant

## **Organizational Structure**

In this Study at Buuri Constituency CDFC 81% affirmed that organization structure affects strategy implementation, 6% said it had no effect while 13% were not sure. On the ratings of the concept of organization culture and its effect on implementation of strategy. A mean of 0.4 of respondents were quite moderate in the view that organization culture supports strategy implementation, 0.19 were indifferent. It is important to involve all stakeholders especially the employees in this paradigm shift bearing in mind that 0.11 mean of respondents have not yet owned the organization's vision, although there is little resistance to change, 0.80 average mean of respondents are non committal on the change process. Anova results clearly show that the significance value is 0.0236 which is less than 0.05 thus the model is statistically significant in predicting how the organization structure, organization culture, and mitigating of challenges influences strategy implementation at Buuri CDFC. The F is significant at 5% level of significance was 3.27 because f calculated is greater than F critical (Value + 7.563), this shows that in totality the model was significant

## **Implementation of Strategic Plans**

The study found that the implementation of Buuri CDFC Strategic Plan is wanting. The respondents rated the extent to which the various activities have been carried out very poorly. Of grave concern was the issue of funds allocation which is apparently dictated by political inclinations of the project, rather than merit. The study found that there is a positive relationship between strategy implementation and organizational structure, organizational culture and addressing implementation based challenges of magnitude 0.606, 0.852 and 0.793 respectively. The positive relationship indicates that there is a correlation between the factors and strategy implementation in Buuri CDFC with organizational culture having the highest value and organizational process having the lowest correlation value. Nevertheless, all the factors had a significant p-value ( $p < 0.05$ ) at 95% confidence level. The significance values for organizational structure, organizational culture and Challenges were 0.048, 0.011 and 0.024 respectively. The Anova results show that the significance value is 0.0236 which is less than 0.05 thus the model is statistically significant in predicting how the organization structure, organization culture, and mitigating of challenges influences strategy implementation at Buuri CDFC. The F is significant at 5% level of significance was 3.27 because  $f$  calculated is greater than  $F$  critical (Value + 7.563), this shows that in totality the model was significant taking all the factors into consideration, with the constant at Zero strategy implementation will be 1.157. further when all other independent variables are at Zero, a unit increase in organization structure will lead to a 0.797 in strategy implementation while an increase in organization culture will lead to aa 0.897 increase in strategy implementation, this means that organization culture has the greatest influence on strategy implementation

## **Challenges in Implementation of Strategic Plans**

The last specific Objective of this study was to look into challenges in the implementation of the Buuri CDFC Strategic Plan. The study revealed that employee motivation, organization culture and attitude was against implementation of Buuri CDFC strategic Plan. The greatest challenge had a mean score of 0.60. Stakeholder involvement followed, inadequate resources and a wrong organization culture had a mean score of 0.50. The problem of political interference was also prevalent but surprisingly seems insignificant as it was given a 0.60 with its effect being to a moderate extent.

## **CORRELATION ANALYSIS**

The data presented in terms of the main factors influencing strategy implementation that inturn influenced the effectiveness of Buuri Constituency Development Fund Committee; being Organisation culture, Organisation Structure, Addressing of Challenges and Overall implementation of Buuri CDFC strategic Plan (2013-2017). The variables were calculated into a single variable by obtaining the averages of each factor. The researcher used Pearson's

correlation analysis which was then conducted with a 95% confidence interval and 5% confidence level -2 tailed as shown in the table below.

Table 1 illustrates that there is a positive relationship between strategy implementation and organizational structure, organizational culture and addressing implementation based challenges of magnitude 0.606, 0.852 and 0.793 respectively. The positive relationship indicates that there is a correlation between the factors and strategy implementation in Buuri CDFC with organizational culture having the highest value and organizational process having the lowest correlation value. Nevertheless, all the factors had a significant p-value ( $p < 0.05$ ) at 95% confidence level. The significance values for organizational structure, organizational culture and Challenges were 0.048, 0.011 and 0.024 respectively. This indicated that all the factors were significant with organizational culture being the most significant factor followed by organizational structure while organizational process was the least significant.

**Table 1: Pearson Correlation**

	Strategy Implementation	Organisation Structure	Organisation Culture	Adressing Challenges
Strategy Implementation (r)	1.000			
(p) (2 tailed)				
Organisation Structure (r)	0.606	1.000		
(p) (2 tailed)	0.048			
Organisation Culture (r)	0.852	0.118	1.000	
(p) (2 tailed)	0.011	0.047		
Adressing Challenges (r)	0.793	0.128	0.247	1.000
(p) (2 tailed)	0.024	0.019	0.047	

## REGRESSION ANALYSIS

A multiple regression analysis was conducted in this study so as to test relationship among variables (independent) on strategy implementation in Buuri Constituency Development Fund Committee. The study SPSS V. 23 to code, enter and compute the measurements of the multiple regressions. The study also used coefficient determination to gauge the strength of the independent variable against the dependent variable.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Error of Estimation
1	0.916	0.839	0.744	0.4436

The independent variables studied clearly show that 83.9% of the factors influencing strategy implementation as shown by the  $R^2$ . This implies that factors not studied contribute to up to 16.1%.

**Table 3: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.534	3	1.267	7.563	.0236
Residual	9.307	104	2.327		
Total	3.465	107			

The significance value is 0.0236 which is less than 0.05 thus the model is statistically significant in predicting how the organization structure, organization culture, and mitigating of challenges influences strategy implementation at Buuri CDFC. The F is significant at 5% level of significance was 3.27 because f calculated is greater than F critical (Value + 7.563), this shows that in totality the model was significant.

**Coefficient of Determination**

Multiple regression analysis was conducted to establish the relationship between strategy implementation and the other variables. The SPSS results are as here below;

**Table 4: Coefficients**

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.157	1.335		1.615	0.367
Organization Structure	0.797	0.213	0.167	4.423	.0142
Organization Culture	0.897	0.241	0.076	3.752	.0109
Mitigating Challenges	0.843	0.215	0.186	3.867	.0131
Total					

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon)$  becomes:

$$Y = 1.157 + 0.797X_1 + 0.897X_2 + 0.843X_3$$

The above equation implies that taking all the factors into consideration, with the constant at Zero strategy implementation will be 1.157. Further when all other independent variables are at Zero, a unit increase in organization structure will lead to a 0.797 in strategy implementation while an increase in organization culture will lead to a 0.897 increase in strategy implementation, this means that organization culture has the greatest influence on strategy implementation.

## **CONCLUSIONS**

The study findings clearly show that Buuri Constituency has a very good strategic plan and they have all it takes for successful implementation. However Buuri CFC can do change their policy, and for example undertake employee trainings in order to deal with emerging challenges and means of strategy implementation. For example to accommodate the influx of technology in communication of strategy, top being the use of social media. The issues identified as hampering strategy implementation include Poor leadership, limited financial resources, and an organization culture that is not supportive. For Buuri CDFC to successfully implement their strategy successfully, there is a need to act on attitude of employees, motivation and their respective cultures. There should be policies that actually deliberately support the implementation of policy. This can be done at all levels of the institution. It is also clear the Buuri CDFC do not involve stakeholders in the strategy formulation this may be the reason why implementation of strategy may fail. There is need to deliberately put measures that make strategy formulation and implementation as one continuous process than two distinct entities. This will make the Buuri CDFC members own the strategic implementation process and make them more accountable.

## **RECOMMENDATIONS**

### **Organizational Structure**

Based on the findings of the study there is need to put more emphasis on a functional Organisation Structure as well as culture bearing in mind that the institutions in question have been in existence for a period of more than five years. Activities of the Buuri CDFC need to be streamlined such that different departments of the committee are not competing with one another but working for the common good of the Buuri Constituency citizenry. The issues regarding allocation of resources, should be discussed openly and candidly, this will eliminate suspicion especially on favourism based on political inclinations. The Buuri CDFC administrators should continuously review the administrative systems since they influence implementation of strategic plans Buuri CDFC which should in turn encourage an open door policy to encourage the top-middle-bottom communication among all staff. In addition, the management should encourage participation of all staff in the formulation of strategies for the CDFC. Buuri CDFC should adopt the high management practices of rigorous recruitment and selection procedures, extensive and relevant training of employees. In addition, introduce incentive pay systems and performance management processes to encourage performance of the members of the workforce towards strategy implementation.

### **Organizational Culture**

The attitude, motivation and culture was found to be wanting. The implantation staff can be said to a major impediment to strategy implementation. The leadership of Buuri CDFC need to provide leadership as far as strategy implementation is concerned. Those who effectively implement strategy should be positively reward to encourage the practice. Since the study

showed that most of the challenges were internal meaning that solutions for the same problems should be found from within. Leadership at Buuri CDFC should explain what new responsibilities, tasks and duties need to be performed by employees in order to implement the strategy. In addition, they should make it easy for employees to access them through open and supportive communications channels. While developing strategy, it is also important for the management to develop strategy that is fully aligned to the culture in the university. This most often makes it easy to successfully implement strategic plans and also operate efficiently. Buuri CDFC should management should put in place centralized authority which is held by top middle and lower managers. This ensures that the line of communication and responsibility are relatively clear and the route to top management for approval is can be travelled quickly which enhances strategy implementation. The administration at Buuri CDFC should constantly in service their employees so as to improve their practices since human resources practices influences implementation of strategic plans. They should read and understand the strategic plans; this will make it easier to do their part in the implementation process. Participation in the process encourages consensus in decision making and reduces levels of resistance to change.

### **Implementation of Strategic Plans**

The study recommends that for strategic planning and implementation to be modified to serve Buuri CDFC better, the committee must stick to timelines and ensure deadlines are met, if not a stern action is taken against the officer in charge also All requisite requirements have to be put in place to realize the full implementation. The study also recommends that Buuri CDFC need to be treated by government as an independent entity at the same time to demonstrate this to all stakeholders which we have unfortunately not done. Employees and officials at Buuri CDFC need to be more patriotic to have the country at heart and try their level best to cut, costs how much it takes to carry out their duties. Need for stakeholders to be brought on board early when the process starts in order to gain their goodwill. All the stakeholders in the committee should work as a team and encourage proper communication between levels lateral and vertical.

### **Challenges in Implementation of Strategic Plans**

The study further recommends that the government should release funds to the committee on time. The government should also adopt technology to enhance automation in the strategic plan. The study recommends that government policies such as; medium term expenditure framework policies; performance contracting policy; performance contracting; a requirement to have a strategic plan for public; policies requiring the development of strategic plan as pre-requisite for activity funding; training of government workers in areas of study; a requirement for every organization to have a strategic plan; new government policy on ICT deployment in the public sector and Implementation of government programmes like vision 2030 which positively affect smooth implementation of strategic plans should be put in practice for proper implementation of strategic plans in Buuri CDFC. The study also recommends that since planning horizon is found to affect the implementation in a negative way, the Buuri CDFC and other CDFC should employ

more resources to enhance positive contribution towards implementation of strategic plans. This would be in areas of employee training and development and government policy enhancement.

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