

STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND BOARD IN NAIROBI CITY COUNTY, KENYA

Patrick Wairu

Masters in Business Administration (Strategic Management), Kenyatta University, Kenya

Esther Gitonga

Lecturer, Department of Business Administration, Kenya

©2018

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

Received: 7th July 2018

Accepted: 14th July 2018

Full Length Research

Available Online at:

http://www.iajournals.org/articles/iajhrba_v3_i2_256_272.pdf

Citation: Wairu, P. & Gitonga, E. (2018). Strategy implementation practices and performance of national government constituency development fund board in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(2), 256-272

ABSTRACT

The government of Kenya is spending considerable resources at the constituency level. In 2009/ 2010 at least Kshs. 73 billion went towards decentralized fund spending. Despite ongoing reforms and the passage of the Constitution of Kenya (2010) which seeks to promote transparency, local development funds have failed to adopt transparent practices in key areas. There is absence of an overall strategic development framework to guide these expenditures is giving citizens a raw deal in development. This study sought to determine the role of strategy implementation practices on management of constituency development fund in Nairobi County, Kenya. The specific objectives of the study were; the influence of organizational structure, leadership, resource allocation and organizational culture on performance of National Government Constituency Development Fund in Kenya. The study was anchored on two theories which included resource-based view theory and knowledge-based theory. The study used a descriptive research design. The target population for the study was 46 respondents from the NGCDF Board head offices at the Nairobi City County which also happens to be the headquarters of the board. Since the population of the study was not too large, the study targeted to get

responses from all the population. It was therefore a census sample. The study used a semi-structured questionnaire administered to each member of the sample population. The study carried out a pilot study to pretest and validate the questionnaire. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS. The analysed data was presented in graphs, frequencies, charts and tables for interpretation and to enable draw conclusions and recommendations thereof. The study realized that organizational structure, organizational culture, leadership and resource allocation positively and significantly influenced the performance of the CDF projects in Kenya. However the leadership was found not to be inclusive and consultative, inadequate resources and poor utilization of those available, weak board structure and low employ capacity to management the fund. The study recommended capacity building to the existing staff at the board, embracing consultative and inclusive leadership and also diligent use of available resource coupled with allocation of more resource to the fund to enable effective and efficient performance of the NGCDF in Kenya.

Key Words: *strategic planning, performance, commercial banks, Barclays Bank of Kenya*

INTRODUCTION

The success of project is critical to achieving development agenda in the local communities across the world. It is also understood that implementation of projects is fundamental if the project objectives and success is to be achieved. Various projects could be initiated to transform social, political and economic well-being of citizens in a particular country. UNDP (2002) report

indicates that there has been growing demand for development effectiveness to improve people's lives. To address various economic injustices and low development levels in Kenya since independence, the government in Kenya has initiated various reforms aimed at transforming the country to a middle-income country by 2030.

Strategic management involves the formulation and implementation of the major initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes (Hambrick, 2007). Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Strategic management practice is not static in nature; the models often include a feedback loop to monitor execution and inform the next round of planning. This is a fit, which an organization has within its environment. Strategy is a master plan that delineates critical causes of action towards the attainment of organization's objectives and a blue print that defines the means of deploying resources to exploit present and future opportunities (Gikonyo, 2008.). Strategic management practices revolve around the functions of strategy formulation, strategy implementation and strategy evaluation and control. The focus of this study will be on strategy implementation.

Strategic implementation is critical to a company's success, addressing the who, where, when, and how of reaching the desired goals and objectives. It focuses on the entire organization. Implementation occurs after environmental scans, SWOT analyses, and identifying strategic issues and goals. Implementation is an important component of the strategic marketing planning process. It has been defined as "the process that turns marketing strategies and plans into marketing actions to accomplish marketing objectives" (Pride & Ferrell 2003). It addresses the who, where, when, and how to carry out marketing activities successfully (Kotler et al . 2001; Kotler et al . 1994). Pride and Ferrell (2003) define marketing implementation as "the process of putting marketing strategies into action". According to David (2003), both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation. Elements that require consideration during the implementation process include annual objectives, policies, resource allocation, management of conflict, organization structure, managing resistance to change, and organizational culture (David 2003).

In developing policies during the implementation process, methods, procedures, rules, forms, and administrative practices are established. According to David (2003), strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy (David 2003). Conflict management also plays an integral role within the implementation process. According to the literature (David 2003; Godiwalla et al . 1997) the human element of strategic implementation plays a key role in

successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication that play a key role in ensuring that this occurs (David 2003). Business performance is influenced by this human element of strategic implementation. Through providing performance incentives to employees during the implementation phase, it is suggested by David (2003) that business performance will be positively influenced.

Strategic implementation literature focuses on the distinct relationship between implementation and other various organizational elements (Dooley, Fryxell & Judge 2000; McFadyen & Farrington 1998; Skivington & Daft 1991). For example Skivington & Daft (1991) identified the implementation process as being undertaken through a systematic approach which provided a link between strategic consensus and implementation success. These findings were further endorsed by Dooley, Fryxell & Judge (2000) who determined a positive association between strategic consensus and firm performance. Environmental scanning was also found to be important for identifying the human element as a key problem to be addressed during the implementation process (David 2003; Kotler et al . 2001; Kotler et al . 1994; McFadyen & Farrington 1998). Critics in Kenya have further argued that funds from CDF kitty are most often and most easily being spent on short-term projects which benefit a small number of residents. The view expressed by one Kenyan MP was that the CDF must be tied to national goals. The foregoing necessitated the current study on the influence of strategic management practice on the successful completion of CDF funded projects in rural areas. This study therefore sought to find out the influence of strategic implementation practices on the performance of CDF in Kenya.

The Constituency Development Fund (CDF) in Kenya was established through CDF Act (2003) and Amended in 2007. The CDF is one of the devolved funds meant to achieve rapid socio-economic development at constituency level through financing of locally prioritized projects and enhanced community participation. Studies conducted across the country 210 constituency by the CDF Board (2008) and National Anti-Corruption Steering Committee (NACS) (2008) indicated that since its inception in 2003, CDF has facilitated the implementation of a number of local level development projects aimed at poverty reduction and socio – economic development of people. The program is designed to fight poverty through the implementation of development projects at the local level and particularly those that provide basic needs such as education, healthcare, water, agricultural services, security and electricity. The CDF's operational structure and the mosaic expenditure decisions at the parliamentary jurisdictions have been characterized as innovative and ingenious (Kimenyi, 2005). In the last 10 years of its operation, CDF funds have largely been used to fund projects in four key sectors; education, water, health, and roads (GOK: CDF Allocation Summary, 2007). Initiation of these types of projects is clearly stipulated under the CDF Act. For instance, Part IV Section 21 (1) of the Act states that, “projects shall be community based in order to ensure that the prospective benefits are available to a wide cross section of the inhabitants of a particular area” (Government of Kenya Constituency Development Fund Act, 2003). Although the CDF allocations have been increasing over the years, the increase

can largely be attributed to the growth of the Kenyan economy and the government's stringent enforcement of tax collection provisions. Since its inception the CDF kitty has grown from 1.260 billion for 2003/04 fiscal year to 17.515 billion for 2011/12 fiscal year.

While these yearly CDF allocations may not appear to be a lot, the impact both physically and socially at the community level has been phenomenal. For instance, many schools have been built and equipped through the CDF funds. This has aided the government's policy of providing free primary school education. In the health sector, many hospitals, dispensaries, maternity wings within existing health facilities, and clinics have been built in record time. This has helped decongest larger district level hospitals. In terms of infrastructure, many roads that were previously neglected and impassable have been upgraded. This has reduced transportation costs to the market for locally produced goods. Socially, the traditional role of women of fetching water from river streams has been transformed with the many water boreholes that have been sunk and are now up and running. Availability of water in rural areas has reduced the distance walked by women to collect water. Additionally, the CDF has helped crime prone areas to construct police posts which the central government has been quick to bring into operation to reaffirm its commitment to public safety. The operational structure of the CDF allows local people to make their own expenditure decisions that reflect their tastes and preferences to maximize their welfare. Given the mosaic of expenditure decisions on a myriad of local projects, and because of the relaxed rules on how and where expenditures are to be incurred, the program can be construed as a delegated form of fiscal decentralization. The CDF projects must be community driven to ensure that the prospective benefits are available to a widespread cross-section of the residents of that particular area. Several rural development programmes have failed to achieve their desired objectives due to poor organization and implementation of strategies.

Kerote, (2007), revealed that relevant field methodologies that call for effective management of funds have been inadequate in allowing maximum utilization of local resources. Several concepts about community development have emerged over the years especially in issues related to effectiveness, challenges and policy. Owuor (2008) sees the main goal of the community development process as being that of human growth; he revealed that pure community development model is strongly focused on human growth. It entails planning, action and reflection (evaluation) and what goes along with the result (goal). This study seeks to determine the influence of strategy implementation on performance of Constituency Development Fund Board in Nairobi City County, Kenya.

STATEMENT OF THE PROBLEM

During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects' desired results and would determine the success or failure of the projects. Project success can be defined in terms of timeliness, within budget, stake holder satisfaction and accountabilities. On the other hand, project failure would entail lateness, cost ineffectiveness

dissatisfied stakeholders and lack of accountabilities. The implementation of project effectively and within budget would be influenced by the execution of project activities, accuracy of project financial forecasts and the subsequent forces of demand and supply on the project inputs. Stakeholders' satisfaction entails meeting their expectations in the implementation of the projects. Financial accountabilities entail prudence and transparency in the utilization of projects for the purposes they are intended for. Measures are often incorporated in the design of the projects to enhance project performance. According to reports by KIPPRA (2010), internal inefficiencies in the management of CDF funds processes have made constituency development fund not to achieve the desired results, which has led to loss of funds. For example, in the financial year 2011/2012, statistics from the National tax payers report indicated that 16 per cent of the total Kshs. 2.3 billion CDF cash was badly used, wasted or unaccounted for, owing to inefficiencies in the procurement process, (National Tax Payers Report, 2012). Several research studies have been conducted in relation to devolved funds. For instance, Katembu (2010) did a study on the outcomes and challenges of grassroots participation in CDF projects: a case study of Dagoretti Constituency and concluded that there were various challenge facing grassroots participation in CDF projects, Sande (2010) conducted a study on factors influencing efficient monitoring and evaluation of CDF projects in Naivasha constituency and Muchiri (2009) did a study on the impact of the CDF in the development of public secondary schools in Mwala constituency. However, there is a gap in recent studies on role of strategic management practices on management of constituency development CDF in Kenya using the variables herein; hence the study sought to bridge the knowledge gap in this area on the role of strategic management practices on performance of constituency development CDF in Nairobi City County, Kenya.

GENERAL OBJECTIVE

The general objective of the study was to investigate the influence of strategy implementation practices on the performance of National Government Constituency Development Fund Board in Nairobi City County, Kenya.

SPECIFIC OBJECTIVES

1. To establish the influence of organizational structure on performance of NGCDF Board in Kenya.
2. To determine the effect of leadership on performance of NGCDF Board in Kenya
3. To establish the effect of resource allocation on performance of NGCDF Board in Kenya
4. To assess the extent to which organizational culture affects performance in NGCDF Board in Kenya

THEORETICAL REVIEW

Resource-Based View Theory

The resource-based view (RBV) was postulated by Wernerfelt (1984). The theory suggests that competitiveness can be achieved by innovatively delivering superior value to customers. The extant literature focuses on the strategic identification and use of resources by a firm for developing a sustained competitive advantage (Barney, 1991). International business theorists also explain the success and failures of firms across boundaries by considering the competitiveness of their subsidiaries or local alliances in emerging markets (Luo, 2003). Local knowledge provided by a subsidiary or local alliance becomes an important resource for conceptualizing value as per the local requirements (Gupta *et al.* , 2011). Since resource allocation is a key aspect of strategy implementation, the theory is of great relevance to the study being undertaken.

Knowledge-Based View Theory

The KBV theory was developed by Grant in 1996. The KBV of the firm is an extension of the RBV. The main tenet of the approach is that a firm is an institution for generating and applying various types of knowledge (Grant, 1996). While incorporating much of the content of the RBV, the KBV pays more attention to the process or path by which specific firm capabilities evolve and develop over time. This kind of development of knowledge through learning could be seen as a key element in achieving competitive advantage and superior performance (Danneels, 2002).

KBV offers a number of useful and empirically grounded insights into the multi-level social processes through which knowledge is sourced, transferred, and integrated, within and across organizations. Second, since the empirical research indicates that these knowledge processes are largely similar within and across organizations, KBV is not as yet a theory of organization. There is, however, some exciting new theoretical work emphasizing organizational identity and 'knowledge as knowing' that may become such a theory. Finally, when KBV is used as a theory of strategy, knowledge is conceptualized as a resource that can be acquired, transferred, or integrated to achieve sustained competitive advantage. In our view, KBV then reduces to simply a special case of resource-based thinking, rather than a unique theory of strategy. Further, it rests on the tenuous assumption that knowledge is the firm's most important resource. Therefore, knowledge-based thinking is enormously important for understanding a number of central topics in strategy, including acquisitions, alliances, and strategic choice, but it is not as yet a unique theory about how firm managers create competitive advantage.

KBV theory therefore indicates that strategy implementation require vast knowledge on the resources of an organization and how to best utilize them and also gives direction on how these resources can be utilized to realize a given strategy.

EMPIRICAL REVIEW

Organizational Structure and Performance

According to Roger Bennet (1999), there is no unique organizational structure that is always applicable to every situation. Rather, choices are necessary and organizations need to be designed to suit the requirements of specific sets of circumstances. The author contends that certain issues need to be considered, including the extent to which individual employees should specialize and how precisely the division of labor should be applied, as well as whether and to what extent employee's responsibilities should overlap. The author further states that it is necessary to consider the spans of control of various managers, and how individual departmental activities are to be coordinated and controlled. Furthermore, according to the author, organizations are composed of people, and the control of an organization therefore necessarily involves the regulation of human activity and the arrangement of people into hierarchies and work groups.

Vijay Govindaragan (2015) in his study describes an organizational structure as a framework of all activities. These would include responsibilities, positions and relationships. According to the author a manager has to choose between given options in relation to organizational structure. The manager can either design the organizational structure such that it fits the strategy, or design strategies to fit in the organizational structure. Taking either of these options would imply changes in various aspects of the organizational structure including powerbase, promotions, demotions, and redistributions with uncertain impact on implementation activities.

Tara Dugan (2017) maintains that organizational structure can inhibit or promote performance depending on how effectively the supervisory relationships and workflow influence productivity. The author holds that in a bureaucratic organization, work is very formalized, with many routines, policies, procedures and standards. Accordingly, there usually are fairly rigid vertical structures such that a performance review typically results in a promotion within the department but usually not into other departments. In the same vein, David Ingram (2009) states that organization structure defines the supervisory relationships, departmental structures and workflows within accompany. As such, according to the author, organizational structure focuses on the layout of departments and job roles in a company in the context of reporting relationships. It delineates who reports and receives instructions from whom, which affects the ways in which performance reviews are handled as in the case where, if an organizational structure features a tall hierarchy, individuals are likely to closely work with a departmental supervisor who helps them set performance goals. According to Samuel c. Certo, J. Paul Peter (1993) when implementing strategy, managers must take both the formal and the informal organizational structure into consideration for three reasons. These reasons include whether the existing organizational structure will promote or impede successful implementation, the managerial levels and personnel within the organization that will be responsible for various implementation tasks, and that the informal organization can be used to facilitate successful implementation.

Leadership and Organizational Performance

R.C.Bhatia (2005) in his study on the role of leadership in an organization argues that the leader is at the centre of group's power structure, keeps the group together, infuses life into it, moves it towards its goals and maintains its momentum. He may emerge in the group by virtue of his personality characteristics and qualities or by virtue of common consent by the group members. The author further maintains that leadership position exists in most group settings irrespective of the size of the group. The author further asserts that the leadership is an influential process in that the leader is in a position to shape, regulate, control and change the attitudes, behavior and performance of his group members. In a group, the leader and his followers play the roles expected of them and thereby seek to justify their respective positions. Leadership concerns the total manner in which a manager influences actions of subordinates (Joseph L.Massie, 1998). According to this author, it includes the issuing of orders that are clear, complete and within the capabilities of subordinates to accomplish. It also implies a continual training activity in which subordinates are given instructions to enable them to carry out the particular assignment in the existing situation. It also necessarily involves the motivation of workers to try to meet the expectations of the manager. The author holds that it also consists of maintaining discipline and rewarding those who perform properly. The manner in which activities are directed depends upon the manager's own personal traits and the situation involved.

According to Northouse (2004) leadership is a process by which an individual influences a group of individuals to achieve common goals. It is different to management in that managers produce predictability, order, and consistency regarding key results including planning, budgeting, organizing staffing controlling and problem solving while leadership produces change and includes establishing direction through visioning, aligning people with the vision and strategies, and motivating and inspiring staff.

Organizational Culture and Performance

Samuel C. Certo, J. Paul Peter (1993) define organizational culture as a set of shared values and belief that influences the effectiveness of strategy formulation and implementation. They aver that the significance of organizational culture for implementing strategies is that it influences the behavior of employees and, it is hoped, motivates them to achieve or surpass organizational objectives. The CEO and other present or past leaders in an organization are the key agents influencing the culture. According to the authors, organizational cultures are developed and reinforced in a variety of ways. These include what leaders pay attention to, measure and control, leaders' reactions to critical incidents and organizational crisis, deliberate role modeling, teaching and coaching, criteria for allocation of rewards and status, and criteria for recruitment, selection, promotion and retirement of employees.

According to Robert A. Paton, James McCalman (2000), there are common culturally related attributes associated with organizations recognized as being masters of change. These attributes

include a clear and communicated strategic vision, visible senior management involvement; people based competitive edge, marketing ethos, consensus-driven management, and awareness and reflection of social responsibility.

Julie Davoren(2017) asserts that organizational culture defines the way employees complete tasks and interact with each other in an organization. According to her, the cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Corporate culture binds the workforce together and provides a direction for the company. The writer further maintains that the dominant culture in organizations depends on the environment in which the company operates the organization's objectives, the belief system of the employees and the company's management style. Therefore, there are many organizational cultures. For example, highly bureaucratic and well-structured organizations typically follow a culture with extensive controls where employees follow standard procedures with a strict adherence to hierarchy and well defined individual roles and responsibilities. The writer further asserts that organizational culture can have varying impacts on employee performance and motivation levels. Oftentimes, employees work harder to achieve organizational goals if they consider themselves to be part of the corporate culture.

Resource Allocation and Performance

Fred L. Fry, Charles R. Stoner, Richard E. Hattwick, (1998) in their study on resource allocation and performance realized that resources are the lifeblood of a company. They provide the basic ingredients it needs to succeed. Resources are the people, physical materials, financial assets and information the firm's managers use to produce a product or service. Either a lack of resources or the wrong mix of resources can spell disaster for a company. The authors further maintain that there are three important challenges that managers attempt to overcome in dealing with resource allocation and use, which include the amount of resources, the right mix of resources and the most appropriate allocation of those resources within the firm. They note however that managers virtually never have sufficient resources. In the same vein, it is quite a challenge to have the right resources in place at the right time. For example, physical resources are not easily reallocated from one area to another. In addition, resource allocation, which is the division of authorized resources among the various units can even be a more difficult problem. Allocating resources to lower-level units can be extremely trying. Claims of favoritism, playing politics and arbitrariness may occur among lower-level managers who think their colleagues got more than their share of the resources.

Resources should be available when required how they are required and by whom they are required, in terms of quantity and quality (Vijay Govindaragan, 1988). It is necessary that a manager identifies those resources that are most relevant and critical, and which are vital for strategy implementation. Adrian Haberberg, Alison Rieple (2001) state that a resource is anything that a firm has learned to do that enables it to conceive and implement strategies that

improve its efficiency and effectiveness. Resources include assets competencies capabilities organizational processes, firm attributes, information and knowledge.

RESEARCH METHODOLOGY

Research Design

This research problem was studied through the use of a descriptive research design. According to Cooper & Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore is able to generalize the findings to all the enterprises. This method concerns the intense investigation of problem solving situations in which problems are relevant to the research problem.

Target Population

The population for this study will be employees of National Government Constituency Development Fund Board Secretariat in Nairobi since this is where the fund headquarters are location; there are 46 management cadre employees of the NGCDF Board at its office in Nairobi. The target population for the study was 46 respondents.

Sampling Design

Sampling techniques provide a range of methods that facilitate to reduce the amount of data need to collect by considering only data from a sub-group rather than all possible cases or elements. Given that the population is small all the members of the population were included in the sample therefore a census was carried out. The sample size was therefore 46.

Data Collection Instrument

The study relied on primary data. A semi-structured questionnaire was used to collect data. The questionnaire had both open and closed-ended questions. A likert scale was also used to collect data.

Data Collection Procedure

The study used a questionnaire administered to each member of the sample. The questionnaire had both open and close-ended questions. The close-ended questions provides more structured responses to facilitate tangible recommendations. The closed ended questions were used to test the rating of various attributes and this helps in reducing the number of related responses in order to obtain more varied responses. The open-ended questions provided additional information that may not have been captured in the close-ended questions.

Data Analysis and Presentation

The data was analyzed through descriptive and inferential statistics. Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative and quantitative data collected was presented through percentages, means, standard deviations, range and correlation coefficients and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS (Version 22) to communicate research findings. Moreover, the analyst will do a multiple regression model analysis in order to decide the relationship between strategy implementation practices and performance of NGCDF Board in Kenya. The regression equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Performance of NGCDF Board; X₁ = Organizational structure; X₂ = Organizational culture; X₃ = Leadership; X₄ = Resource allocation; β₁, β₂, β₃, β₄=Regression Coefficients; ε = Error term

RESEARCH RESULTS

Organizational structure and performance of the NGCDF Board

It was established that that organizational structure as a facet of strategic management had a significant and positive influence on the performance of the Constituency Development Fund Board. The management of the NGCDF did interact frequently with workers to understand their needs and requirements to delivery however the organization was found not to have appropriate levels of management with some of the staff not satisfied nor motivated with their job description and cadre. The study further realized that workers in the different departments within the fund didn't consult freely about their work with each other due to the unfavorable structure of the fund. Conflicts were also eminent in the organization departments or section due to a lack of clear job design and description to fit ones' skills and qualifications.

Organizational culture and performance of NGCDF Board in Kenya

There was a positive and significant relationship between organization culture and performance of the Constituency Development Fund. It was realized that managers at the board had to enforce set rules for effective work performance as indicated by a mean of 3.22. The NGCDF board was found to be establishing the work performance guiding regulations that should always be followed by the staff and failure to follow them led to disciplinary action. However it was established that the board had good rules and regulations to guide staff on performance of their dues but it lacks inclusivity of all staff regardless of their cadre, capacity building and mission and vision integration among the personnel.

Leadership and performance of NGCDF Board in Kenya

The study established that leadership approach significantly influence the performance of CDF Board in Kenya. The study established that leadership style adopted by the CDF managers determined the success of strategy implementation at the board however the respondents indicated that it is not only the top managers of the fund should be concerned about strategy implementation. The study indicated that leadership approach at the board head office greatly and significantly influenced the performance of the fund on its core mandate.

Resource Allocation and performance of NGCDF Board in Kenya

The study findings indicated that a significant influence of resource allocation as an aspect of strategy implementation on the performance of NGCDF Board in Kenya. The study established that managers at the fund need to allocate resources fairly to all units in the organization. The board was found to determine the resources to be allocated to specific departments and units within the board there were strong work-related considerations that determined the allocation of resources at the NGCDF in Kenya and also the board relied not only on availability of resources but also on its own judgment in allocating resources to departments and units. However it was evident that there was insufficiency of resources at the board with those available being unfairly distributed to ensure optimal performance.

REGRESSION ANALYSIS

The researcher conducted multiple regression analysis to establish the influence of strategic management practices on the performance of NGCDF in Kenya.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.991	0.971	0.921	0.785

The table above indicates the model summary. From the findings, R was 0.991, R square was 0.971 and adjusted R squared was 0.921. An R square of 0.991 implies that 99.1% of changes in performance of the CDF board projects are explained by the independent variables of the study. There are however other factors that influence performance of the board that are not included in the model which account for 0.9%. An R of 0.991 on the other hand signifies strong positive correlation between the variables of the study.

Table 2: ANOVA

Model	SS	df	MS	F	Significance
Regression	521.04	5	521.4	676.005	0.0942
Residual	261.40	312	0.950		
Total	782.44	317			

From the ANOVA table above, the value of F calculated is 776.005 while F critical is 499.545. Since the value of F calculated is greater than F critical, the overall regression model was significant and therefore a reliable indicator of the study findings. In terms of p values, the study indicated 0.000 which is less than 0.05 and therefore statistically significant.

Table 3: Regression Coefficients

Model	Unstandardized coefficients		Standardized Coefficients	T	Sig
	B	Std Error	Beta		
Constant	4.28	0.674		8.012	0.000
Organizational structure	0.955	0.022	0.811	14.15	0.00
Organizational culture	0.986	0.033	0.120	11.04	0.000
Leadership	0.875	0.029	0.127	1.15	0.000
Resource allocation	0.961	0.031	0.384	4.42	0.000

The resultant regression equation becomes;

$$Y = 4.28 + 0.955X_1 + 0.986X_2 + 0.875X_3 + 0.961X_4$$

Where: Y is the performance of NGCDF projects in Kenya; β_0 , β_1 , β_2 , β_3 and β_4 are the regression coefficients and X_1 , X_2 , X_3 and X_4 represent organizational structure, organizational culture, leadership and resource allocation respectively.

This implies that when all the variables of the study are held constant, performance of CDF in Kenya will be at the intercept which is 4.28. A unit improvement in organizational structure while all other factors held constant results in 0.955 increase in performance of NGCDF Projects, a unit increase in organizational culture at the board with other factors ceteris paribus leads to 0.986 increase in project performance of the fund in Kenya. Similarly a unit increase in effectiveness and efficiency of leadership at the board while other factor ceteris paribus, translates to a 0.875 increase in performance of the fund in Kenya while a unit increase in amount and efficiency of resource allocation and utilization with other factors held constant leads to a 0.961 improvement in performance of the NGCDF.

CONCLUSIONS

From the study it is evident that organizational structure as a facet of strategic management had a significant and positive influence on the performance of the Constituency Development Fund, however conflicts were also eminent in the organization departments or sections due to a lack of clear job design and description to fit ones' skills and qualifications and also the work allocated to the employees didn't flow smoothly within the organization

It was also realized that there is a positive and significant relationship between organization culture and performance of the Constituency Development Fund. However the respondents indicated that the board did not incorporate both corporate strategies and traditions established over time in the implementation of strategies, there was no shared understanding of strategic objectives and priorities for the fund among the staff due to poor embedding and the personnel were not well informed about the importance of projecting a good corporate image. This generally indicates that the board has good rules and regulations to guide staff on performance of their dues but it lacks inclusivity of all staff regardless of their cadre, capacity building and mission and vision integration among the personnel.

Leadership approach significantly influenced the performance of CDF in Kenya however the board didn't have qualified managers leading to poor management, coordination and trainings. There was a significant influence of resource allocation as an aspect of strategy implementation on the performance of NGCDF in Kenya. However it was evident that workers at the board were not deployed to sections based on their qualification and skills but based on their connections to top management or board members, there were not negotiations to ensure equitable allocation of resources and each worker at the board was not adequately equipped with resources required to effectively perform their work. This generally indicated that there was insufficiency of resources at the board with those available being unfairly distributed to ensure optimal performance.

RECOMMENDATIONS

The study recommended that the fund should encourage a participatory, transparent and accountable public policy framework that considers all the stakeholders so that the projects are implemented effectively. This will enable the stakeholders to appreciate the process and actively work towards the achievement of the strategic plan. The management needs to integrate with the general staff to learn the weaknesses and challenges in the system or structure of the organization and come up with necessary amendments or corrections. The study also recommended that for the organization structure to favour strategy implementation by the fund and hence performance, there is need for clear job design for the employees based on their skills, qualifications and experience to enable optimize their potential. It is further recommended that there should sufficient allocation of resources from the exchequer to the NGCDF but also the board should ensure diligent utilization of available resources. The CDF leadership should also be all inclusive to promote free communication and flow of ideas to improve the process of strategic management at the fund. There is need for trainings and capacity building among the staff to ensure they are able to deliver on strategic management activities of the fund effectively and efficiently.

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