



**CHALLENGES OF STRATEGY IMPLEMENTATION IN CONSTITUENCY DEVELOPMENT FUND PROJECTS IN NAIROBI COUNTY KENYA**

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### ABSTRACT

*The purpose of the study was to examine the challenges of strategy implementation in CDF projects in Nairobi County. A descriptive research design was undertaken to ascertain and be able to describe the characteristics of variables of interest. The target population for this study comprised of CDF committee members, location committee members and project management committee members in Nairobi. A sample population of 193 was arrived at by calculating the target population of 388 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004). Data was analyzed using Statistical Package of Social Sciences (SPSS Version 25.0). From the findings, the study revealed that power sharing in projects had a very great effect on strategy implementation and that decision making practices in projects affected strategy implementation to a great extent. As per the findings, the study found that physical resources affected resource allocation to a very great extent. The findings showed that leadership style affected strategy implementation to a very great extent and that knowledge on sharing had a great effect on strategy implementation. Further, the study found that values had a very great effect on strategy implementation and public participation had a moderate effect on strategy implementation. Further, the study concluded that co-ordination affected strategy implementation to a moderate extent. As per the findings, the study concluded that physical resources affected resource allocation greatly. The study deduced that leadership style affected strategy implementation and that knowledge on sharing had a great effect on strategy implementation. The study recommended that the project managers should provide the necessary resources and facilities for project implementation. This would facilitate effective implementation of CDF projects. The study recommended that the County government board should prepare documentations and manuals in guiding on strategy implementation in projects. Rules and regulations should as well be established on the requirements of implementation of projects.*

**Key Words:** Organization Structure, Resources, Governance, Organization Culture, Strategy Implementation

## INTRODUCTION

Strategy implementation entails the willingness to adapt to changing circumstances. It is therefore portrayed as a lively process by which institutions identify future opportunities and survival. Implementing strategies successfully is vital for the success of any organization, either public or private. Without proper implementation of a strategy, even the most superior strategy is considered useless. Managers of development fund projects therefore need to adopt practices of managing challenges of strategy implementation to ensure an effective process. Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy. Not all strategy work is the same. Each strategy type creates a unique role for the business architect requiring a different approach and skill set. Business architects who are successfully delivering in one role should be actively developing the skills they need to move into other strategy domains (Jeff, 2013).

Setting up proper organizational climate, designing appropriate operational plans, constituting elaborate project management teams; periodic strategy reviews, and project management are some of the essential requisites for successful community development. Management practices considered central to strategy implementation include building a capable organization, matching organization structure to strategy, creating a strategy supportive culture and managing human resource. Proficient strategy execution depends heavily on filling key position with able people, building the core competencies, resource strengths and organizational capabilities needed to perform its value chain activities proficiently and structuring internal work effort and mending it with the collaborative efforts of strategic

allies. Building a capable organization is thus always a top-strategy- implementing priority. For successful strategy implementation, an organization should understand the impact on strategy of external environment, internal resources and competences and the expectations and influence of stakeholders (Pearlson, Saunders & Galletta, 2016).

Every government in the world has a social contract with its citizens. It has the obligation to develop social and economic interventions in order to secure and guarantee the welfare of its citizens. The government is responsible for the development of social amenity infrastructure such as; transport systems, health facilities, clean and accessible water, and electricity. However, it is common to find that; the quality and access to these services is affected by governance, state policies and structure, and implementation strategies. Different countries adopt different development policies to fulfill their social contract. Some emphasize centralization where more decision-making authority in regard to development is vested in government agencies; others adopt decentralization in which community involvement in development planning is emphasized (Sullivan & Skelcher, 2017).

Most of the African countries have resulted to various forms of decentralization to eradicate extreme poverty and hunger, unequal distribution of resources and poor delivery of basic services by various institutions involvement in development fund projects. Africa's failure to achieve development has been characterized by escalating poverty, unemployment and inequality within and across a majority of African states. Various scholars have attributed the problem to the top-down approach to development that was adopted by most African leaders under the guise of National unity. The government's attempt to devolved funds to the local level has been in the form of devolution of

development funds with an aim of bringing fiscal decision making down to the community level and eventually stimulate citizen participation in identification, prioritization, design and implementation of their preferred development projects. These believe is based on the assumptions that with such devolvement of funds it will lead to efficient allocation of resources equitable to all regions in the country (Gilpin, 2016).

Since independence, the fight against illiteracy, poverty, ignorance and disease has been a major goal of the Kenyan's Government. To fight these challenges the government has pursued economic development through central planning. Cort and Kinyanjui (2010) the centralization of authority and management of resources has led to the inadequate distribution of resources across regions, resulting in a growing inequality in services, infrastructure and development across the country. Although the CDF takes a relatively small amount of national resources- 2.5 percent of government's ordinary revenue collected every year, its impact at the grassroots level is evident in many areas and the results could be significant if the funds are efficiently utilized

The Constituency Development Fund was introduced in 2003 during the Kibaki regime (2002- 2013). It was designed to support equitable constituency-level and grass-root development. Doubts have been raised as to whether the constituency development fund has met its stated objectives, giving a clear indication that the extent to which CDF has met its objectives remains a research imperative. Owuor (2013) argues that CDF management faces varied challenges, some of which include: the organization structure in managing CDF projects, project identification criteria, political interference and corruption. Mungai (2009) asserts that CDF's origin can be traced back to the CDF Bill drafted by opposition MPs in a bid to have equitable distribution of resources across the country. 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 (Owuor et al., 2012).

### **Statement of the Problem**

Strategy implementation is very key in development fund projects. Most projects begin new strategic ventures and initiatives but mostly these struggles have little impact on the organization. The strategic plans which spell out the various strategies are very good in paper but this is not necessarily in tandem with their implementation. This can be attributed to several bottle necks to effective strategy implementation that exist. One of the serious one is lack of involvement and less stakeholder analysis. However, it has been challenged that purpose without developing respective plans or actions to put the purpose is not strategy (Fullan, 2014).

After the inception of county governments following promulgation of constitution 2010 county government manage and initiate development projects and programs. However, Worldbank (2014) paint a gloomy performance of development projects in most county government where delays in implementation of the project are high. The county government of Nairobi initiated many development projects through economic Stimulus Programme (ESP) designed to boost economic growth. Irrespective of successful strategic planning, the county continues continue to register delay in implementation of the project. Additionally, despite so many projects having been initiated so as to transform the living standards of the county, little has been achieved. Many projects have been initiated but never completed (Katamei, Omwono & Wanza, 2015). Other projects have been stopped due to various challenges such as repeated accusation of abuse of funds, lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of the fund (Nyanguthii & Oyugi, 2013). Therefore, the government has continually assessed

the environment and identify changes and the challenges that might impend the implementation process then establish the necessary measures to the encountered challenges so as realize successful strategy implementation to achieve the organizational objective A study by Abdumlingo and Mugambi (2014) reveals that the executive arm of the national government is reluctant in devolving some funds meant for county development programs.

In Kenya a number of studies have been carried out on strategic implementation among them Mutai (2012) did a study on strategy implementation and its challenges at the national cereals and produce board, Kenya, Tanui (2014) established the challenges of strategy implementation at the national police service in Kenya Mbaabu (2012) did a study on strategy implementation at deposit protection fund board, Kenya, strategy implementation challenges on devolved funds: a case study of Kajiado South Constituency CDF, Yegon (2009) in a study on the effectiveness of the strategies applied to implement CDF in Sotik constituency found out that; effective consultation, project evaluation, and project appraisal are some of the effective strategies used to implement CDF projects. These studies identified the challenges of strategy implementation in projects. This study therefore was designed to fill this knowledge gap through establishing the challenges of strategy implementation in CDF projects in Nairobi County Kenya.

### **Research Objectives**

The general objective of the study was to examine the challenges of strategy implementation in CDF projects in Nairobi County Kenya. The specific objectives were:-

- To determine how the organization structure of the project management committee affect strategy implementation in CDF projects in Nairobi County Kenya

- To assess how resources allocation affects strategy implementation in CDF projects in Nairobi County Kenya
- To determine the effect of governance on strategy implementation in CDF projects in Nairobi County Kenya
- To establish the effect of organization culture in strategy implementation in CDF projects in Nairobi County Kenya

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Stakeholders Theory**

The Stakeholder theory was postulated by Freeman (1984) as a managerial conception of organizational strategy and ethics. Also defined as a stakeholder as any group or individual who can affect or is affected by the achievement of the organization's objectives. Jillo (2016) note that the organization itself should be viewed as a grouping of stakeholders and its purpose should be to manage their needs, interests, and viewpoints. This stakeholder management is intimated to be fulfilled by the managers of a firm. The managers therefore manage the corporation for the benefit of its stakeholders and ensure their rights and the participation in decision making as well as acting as the stockholder's agent to ensure the survival of the firm to safeguard the long-term stakes of each group. It is based on the premise that a firm's success is dependent on how well it relates with its employees, customers, suppliers and well as communities and financiers and others that can affect the realization of its purpose (Abdumlingo & Mugambi, 2014).

#### **Resource Based Theory**

The resource-based was developed by Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively. The Resource-Based View (RBV)

Theory espouses that certain assets with certain characteristics will lead to sustainable advantage and therefore high strategic returns in terms of market share or profits. This is to say the differences in firm resources and their degree of immobility determine the firm's course. Bryson (2018) argues that resources are all assets, capabilities, organizational processes, firm attributes, information, knowledge, controlled by a firm to enable the firm to conceive and implement strategies that improve its efficiency and effectiveness. In other words, resources are the strengths that enable firms to implement their strategies. Resource heterogeneity can be long lasting and therefore produce sustainable advantage since these resources may not be perfectly mobile across firms.

### Agency Theory

The theory was postulated by Bowie and Freeman (1992) an agency relationship arises when one or more individuals, called principals, hire one or more other individuals, called the agents, to perform some service and then delegate decision making authority to the agents. The primary agency relationships in business are those between shareholders and management. This relationship is not always harmonious and the theory is concerned with conflicts of interest between agents and principals. This has implications on how the organization affairs are conducted. When agency occurs it also tends to give rise to agency costs, which are expenses incurred in order to sustain an effective agency relationship like offering management performance bonuses to encourage managers to act in the shareholders' interests.

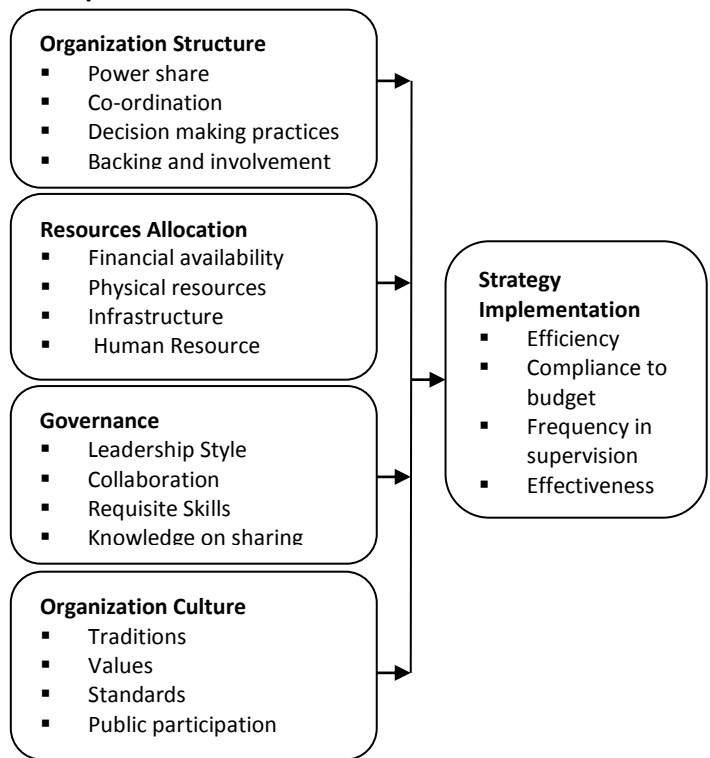
### Human Capital Theory

Human capital theory was put forward by Becker (1964) who argued that entrepreneurial knowledge of an individual gained from education adds economical value to a firm. Skills and knowledge gained through education is of importance to employees as they

perform their tasks as it improves their performance. Project management teams require practical skills to run the projects effectively. These skills could be acquired from technical institutions, formal education or on job training.

This theory has been put in application in several occasions. The concept has shown the inevitability for the projects management team to have skills and understanding in project management cycle and use of project management tools and techniques in project implementation. The management needs analytical expertise, creativity and the ability to interpret it and apply the skills (Modesto & Tichapondwa, 2009).

### Conceptual Framework



Independent variables

Dependent variable

Figure 1: Conceptual Framework

Source: Author (2018)

## **Organization Structure**

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles and responsibilities. The organizational structure also determines how information flows from level to level within the company. For example, in a centralized structure, decisions flow from the top down, while in a decentralized structure, the decisions are made at various levels. Effective strategy implementation depends on competent personnel and effective internal organizational systems. No organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with suitable skills and intellectual capital. The task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets. Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts (Hsieh & Chen, 2011).

## **Resources Allocation**

Proper budgetary allocations are crucial for the effective implementation of county government projects. While the central government has a role to formulate economic development strategies nationally, the county government must ensure that proper budgetary allocations are done at county level. According to Bryson (2018) Budgetary allocations are integral components to an annual financial plan, or budget, of all organizations including the implementation of county government strategies. They indicate the level of resources an organization is committing to a department or program. Without allocation limits, expenditures can exceed revenues

and result in financial shortfalls. The Ministry of planning at county level working with budgets should understand the financial requirements for implementation of county government strategies in order to properly allocate funds for them.

## **Governance**

Another aspect of project implementation is deciding who will participate and how. At project inception, the project governing officers are recruited and the project is inaugurated who the help in governance of the operations of the project, often by a startup workshop during which project governing officer's requirements are clarified for all parties concerned. In practice, this means that the project managers or governing officers identify the information needed to guide the project strategy, ensure effective operations and meet project implementation requirements. By involving governing officers at this point, chances of creating a learning environment are increased. The effectiveness of project implementation often relies on involvement of all project governing officers in the implementation process. Being involved in project implementation therefore means participating in the decision making and implementation process of the project (Murrey, 2015).

## **Organization Culture**

Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Organization culture is an essential ingredient in project implementation because it helps build the necessary level of understanding and, whenever possible, consensus (Opano et al, 2015).

## Empirical Review

Previously, Jillo (2016) did a study on factors influencing implementation of dispensary projects in county governments in Kenya: a case of Isiolo County government. This study adopted a descriptive research design. In choosing the members who were to participate, the researcher focused on the management and heads of sections. There were 50 management employees of Isiolo county government and these were the study respondent's. This study adopted a census sample design which allowed to use a sample size of 50 respondents. Data was collected through questionnaire. On data analysis, descriptive statistic which included frequencies and percentages were used. The study found out that there are no reliable funds to implementation of dispensary projects and that County government does not allocate large amount of funds for implementation of dispensary projects. This study found that there is no communication between the county government and the project stakeholders and there is conflict between county governments and the project stakeholders.

Yussuf (2016) did a survey on challenges in the strategy implementation of Mandera County government. The researcher adapted a descriptive design as there are variables that cannot be quantified. The respondents were senior officers in the county government consisting of the Deputy Governor, Chief of Staff, five Senior Administrators and the Chief Finance Officer. Data was collected through interviews. Quantitative and qualitative techniques of data analysis methods were used to analyze the collected data. The study found out that organizational structure, organizational culture, capacity of the county government and employee involvement affect strategy implementation.

Opano, Shisia, Sang and Josee (2015) studied strategic planning and implementation practices at the Kisii County Government in Kenya. The aim of this study was to ascertain strategic planning and

implementation practices at the Kisii county government in Kenya. The researcher collected qualitative data from the County secretary, Deputy Speaker, County Development Officer (CDO) and county executives. The total number of targeted respondents was 10 and the researcher managed to interview 7 of the respondents. The study was a case study of Kisii County in Kenya. The data was collected through face to face interviews with the respondents. It was revealed that Kisii County has a number of challenges that can be solved through proper strategic planning. The County has a well stated vision and mission that focus on the country's vision 2030. Stakeholders such as the electorate, the county executive, professional and civic leaders are involved in the strategic planning and implementation process. It is also clear that financial and human resources are the main resources that are required in the implementation of the strategic plan. The main challenge in strategic planning and implementation is financial constraints.

Ochieng (2016) did a study on factors influencing implementation of donor funded projects: a case of non-governmental organizations' projects in Kibra, Nairobi County, Kenya. A descriptive survey design was used to collect data that appraised and interrogated the subject in Kibra. The targeted population in this study was project members of staff and target groups of donor funded Non-Governmental Organizations in Kibra. Stratified random sampling technique was used to sample 99 respondents for the study. Five Focus Groups Discussions with target groups was also held across Kibra's five wards. The Focus Group Discussions targeted 10 respondents in each of the wards. The data was collected through questionnaires administered to the concerned parties. Secondary data was also collected from documented records and internet searches. In determining the influence of the level of funding on the implementation of donor funded projects in Kibra the study established that



inadequate and insufficient resources can impede the implementation of donor funded projects. In determining the influence of involvement of target groups in the implementation of donor funded projects, the study's findings are that the target groups' level of involvement to be to a small extent. In assessing the influence of monitoring and evaluation on the implementation of donor funded projects, the study established that inappropriate monitoring and evaluation also influences the implementation of donor funded projects. The study ascertained that adequacy of technical skills or lack thereof plays a key role in the development of appropriate results-based project implementation strategies.

Ngui (2014) also studied the challenges of implementation of devolution strategy at the Nairobi city county government in Kenya. The purpose of this study was to establish the challenges facing Nairobi City County Government in the implementation of devolution strategy. The study adopted a case study research design since it was focusing on the Nairobi City County alone. The study used both primary and secondary data. The respondents of the study included the 10 county executive committee members of the County who are in charge of the various departments at the County level. Primary data was collected through an interview guide. The data collected was analyzed using content analysis. The study findings reveal that the main challenges that face the implementation of the devolution strategy by the Nairobi City County include the physical and political environment; the national government and its agencies whose actions at times contradict actions taken by the Nairobi City County government; inadequacy of resources both financial and human capital and resistance from both the Members of City County Assembly, 14 employees, the electorate and the business community. It was confirmed that the Nairobi City County has the capacity to successfully implement the devolution

strategy subject to a number of requirements being met. The study further revealed that if the Nairobi City County gets access to adequate resources, then the question of capacity to implement the devolution strategy will not arise.

In another study, Abdumlingo and Mugambi (2014) surveyed challenges of managing devolved funds in the delivery of services: a case study of Mombasa County. The study sought to investigate the challenges of managing devolved funds in the delivery of services. The methodology involved a descriptive research study and interviewing was conducted in four constituencies that is Likoni, Kisauni, Chagamwe and Mvita. This comprised of four (4) officers from each of the four (4) devolved funds including Constituency Development Fund (CDF), Poverty Eradication Loan Fund (PELF), Community Development Trust Fund (CDTF), and Local Authority Transfer Fund (LATF). The views from the respondents were linked with published and unpublished documentation available in the secondary data. Independent views were sought from public oversight bodies; Muslim for Human Rights (MUHURI) and Kenya Community Support Centre (KECOSCE). The findings show that there is need for both the county and national governments to enact strict policies that will deal with transparency, corruption and the distribution of funds. This will go a long way in ensuring sound fund management practices are put into place and hence better and quality services deployed to the citizens at the grassroots level. The study thus discloses that there is a lot to be done in terms of fund management for efficient service delivery to the common man.

In a related study, Don (2014) conducted a survey on challenges of strategy implementation at the Nairobi County Government. The objective of the study was to establish the challenges of strategy implementation at the Nairobi County Government. The research adopted a descriptive cross-sectional research design. The study employed a face to face

interview as a primary data collection method. An interview guide was employed as the sole research instrument. Content analysis was employed. The study found that level of management skills influences the strategy implementation to great extent. It established that innovativeness is a key success factor in strategy implementation. The study also found organizational structure influences strategy implementation in the organization. This was through bureaucratic bottlenecks, differentiated roles that lead to specialization, number of reporting lines, harmony of reporting lines and employee placement. It further revealed that the challenges faced during strategy implementation were lack of support from the top management, slow budget approval, lack of clear individual role, lack of alignment with the organization strategic plan, lack of employee involvement, poor staffing level, ineffective communication during strategy implementation and lack of coordination of activities during strategy implementation. It found that employee did not understand what the County Government strives to achieve, politics affected strategy implementation in Nairobi county Government and transition affect strategy implementation.

## METHODOLOGY

A descriptive research design was undertaken to ascertain and be able to describe the characteristics of variables of interest. According to Avoke (2015), descriptive surveys are designed to portray accurately the characteristics of individuals, situations or groups. The target population for the study comprised of CDF committee members, location committee members and project management committee members in Nairobi. A sample population of 193 was arrived at by calculating the target population of 388 with a 95%

confidence level and an error of 0.05. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). The multiple regression model generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: -Y= strategy implementation

$\beta_0$ =constant

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = regression coefficients

$X_1$ =organization structure of the project management committee

$X_2$ = resources Allocation

$X_3$ = Governance

$X_4$ = organization culture

$\epsilon$ =Error Term

## RESULTS

### Organization Structure

The study sought to determine how the organization structure of the project management committee affect strategy implementation in CDF projects in Nairobi County. The findings presented were for extent of Organization structure and extent of various statements of Organization structure. The researcher asked the respondents to give their opinions on the extent of effect of Organization structure on strategy implementation in CDF projects in Nairobi County. From the findings, the respondents indicated that Organization structure affected strategy implementation to a great extent (44.8%), very great extent and a moderate extent (23.6%) and in low extent (7.9%). This implied that Organization structure had a great effect on strategy implementation.

**Table 1: Extent of Agreement with Organization structure Aspects**

	Mean	Std. Deviation
Power share	4.5576	.72710
Coordination	2.6727	1.04277
Decision making practices	4.0061	.82267
Backing and involvement	2.3030	1.02662

The respondents indicated that Power share in projects had a very great effect on strategy implementation as shown by a mean of 4.5576 and that Decision making practices in projects as shown by a mean of 4.0061 affects strategy implementation to a great extent. These findings were same as those of Hitt, Ireland and Hoskisson, (2012) who reported that it was noted that the effective implementation of government projects requires personnel with the required knowledge and expertise. Further, the respondents indicated that co-ordination affected strategy implementation to a moderate extent as shown by a mean of 2.6727. These findings were in line with those of Hsieh and Chen (2011) who stated that the task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets. Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts.

The respondents also indicated that backing and involvement had a low effect on strategy implementation as shown by a mean of 2.3030.

### Resource Allocation

The study sought to assess how resources affects strategy implementation in CDF projects in Nairobi County. The findings were presented for extent of resources allocation and extent of various statements of resources allocation. The respondents were asked by the researcher to give their opinions on the extent of effect of resource allocation on strategy implementation in CDF projects in Nairobi County. From the findings, the respondents indicated that resource allocation affected strategy implementation a very great extent and great extent (35.2%). further, 17% of the respondents indicated that resource allocation affects strategy implementation in a moderate extent while 12.7% of the respondents indicated that strategy implementation was affected by resource allocation in a low extent. This implied that resource allocation affects strategy implementation in a very great extent.

**Table 2: Extent of Agreement with Resource Allocation Aspects**

	Mean	Std. Deviation
Financial availability	4.3515	.67901
Physical resources	4.5939	.59363
Infrastructure	2.8242	.68922
Human Resource	2.2061	.97841

Respondents indicated that physical resources as shown by a mean of 4.5939 affected resource allocation to a very great extent and that financial availability as illustrated by a mean of 4.3515 had a great effect on strategy implementation. These findings were in line with those of Gatheru, (2015) who pointed that resource allocation is very critical in

strategy implementation. If financial resources, human resources, technological resources are not well allocated, strategy implementation the process may stall. However, effective resource allocation does not guarantee successful strategy implementation because programs, personnel, controls, and commitment must breathe life into the resources

provided. Further, the study indicated that infrastructure as shown by a mean of 2.8242 affected strategy implementation in a moderate extent and that human resource affects strategy implementation in a low extent as shown by a mean of 2.2061. These findings were consistent with those of Abdumlingo and Mugambi, (2014) who stated that the budget for the project should list all tasks and overall responsibilities; analyze the necessary items associated with each task, and determine their cost; budget for staffing, including full-time staff, external consultants, capacity building/training, and other human resource expenses.

### Governance

The study sought to determine the effect of governance on strategy implementation in CDF

**Table 3: Extent of Agreement with Governance Aspects**

	Mean	Std. Deviation
Knowledge on sharing	4.3394	.76904
Leadership Style	4.6909	.64975
Requisite Skills	3.6727	1.00100
Collaboration	1.9152	.93968

The respondents indicated that leadership style affects strategy implementation to a very great extent as shown by a mean of 4.6909 and that knowledge on sharing had a great effect on strategy implementation as indicated by a mean of 4.3394. These findings were in line with those of Ochieng (2016) who avers that meeting capacity needs can be ensured by acquiring the right people, by hiring already trained people, training your project management officers, hiring external consultants for focused inputs and also through removing disincentives and introducing incentives for learning, keeping track of staff performance through regular evaluation, striving for continuity of staff and finding a highly qualified person to coordinate. Moreover, the respondents also indicated that requisite skills had a moderate effect on strategy implementation as shown by a mean of 3.6727. These findings were in line with those of Opano et al, (2015) who stated that

projects in Nairobi County. The findings were presented for extent of governance and extent of various statements of governance. The respondents were required to indicate the response on extent of governance effect on strategy implementation. From the findings, most of the respondents indicated that governance affect strategy implementation to a very great extent (49.1%). Further 23.6% of the respondents indicated that strategy implementation was affected by governance to a moderate extent, to a low extent (18.2%) and to a great extent (9.1%). This implied that governance has a very great effect on strategy implementation.

one of the larger aspects of developing employee's skills and abilities is the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. The attention by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling enhanced output by the employee.

Finally, the respondents indicated that collaboration as illustrated by a mean of 1.9152 had a low effect on strategy implementation. These findings were consistent with those of Yussuf, (2016) who points out that the focus of capacity building interventions must capture related conditions and concepts such as motivation, culture, and commitment, as well as changes in resource availability, skill levels and management structure. As the foregoing discussion notes, project governing officers are core to

successful implementation of constituency development funded projects.

### Organization culture

The study sought to establish the effect of organization culture in strategy implementation in CDF projects in Nairobi County. The findings were presented for extent of organization culture and extent of various statements of organization culture. The researcher requested the respondents to indicate their opinions on the extent of effect of organization

culture in strategy implementation. From the findings, most (59.4%) of the respondents indicated that organization culture affected strategy implementation to a very great extent, to a moderate extent (20.6%), to a great extent (12.1%) and finally to a low extent (7.9%). This implied that stakeholder involvement had a great effect on strategy implementation. The researcher asked the respondents to indicate their level of effect on aspects of organization culture on strategy implementation.

**Table 4: Extent of Agreement with organization culture Aspects**

	Mean	Std. Deviation
Traditions	4.4242	.69098
Values	4.5879	.59457
Standards	3.4303	1.47840
Public participation	3.4242	1.46567

As per the findings, the respondents indicated that values as shown by a mean of 4.5879 had a very great effect on strategy implementation and that traditions as expressed by a mean of 4.4242 had a great effect on strategy implementation. These findings were in line with those of Gatheru, (2015) who contents that involvement empowers the communities by helping break the mentality of dependence, promoting self-awareness and confidence, by leading the poor to examine their problems and to think positively about solutions. Further, the respondents indicated that standards as illustrated by a mean of 3.4303 and public participation as shown by a mean of 3.4242 had a moderate effect on strategy implementation. These findings were in line with those of Opano et al,

(2015) who stated that in addition, the participatory approach also constitutes a learning experience for the project stakeholders, increasing their understanding of the project strategy, and contributing to improved communication between project actors who are working at different levels of project implementation.

### Strategy Implementation

Further the researcher sought the trend of various aspects of strategy implementation by asking the respondents the values of the aspects over the last 5 years using a Likert scale 1-5 where 5= greatly improved,4= improved,3= constant,2= decreased and 1=greatly decreased. Their opinions were presented in Table 5.

**Table 5: Strategy Implementation**

	Mean	Std. Deviation
Efficiency	1.8364	1.29394
Compliance to budget	3.7879	.98642
Frequency in Supervision	4.6121	.80082
Effectiveness	3.4909	1.17192

From the findings, the respondents indicated that frequency in supervision as shown by a mean 4.6121

had greatly improved for the last five years. Moreover, compliance to budget as illustrated by a

mean of 3.7879 had improved for the last five years. Further, the respondents indicated that effectiveness as shown by a mean of 3.4909 had remained constant

for the last five years. Finally, efficiency as shown by a mean of 1.8364 had decreased for the last five years.

**Table 6: Correlation matrix**

		Organization structure	Resource allocation	Governance	Organization culture	Strategy implementation
Organization structure	Pearson Correlation	1.000				
Resource allocation	Pearson Correlation	0.413	1.000			
Governance	Pearson Correlation	0.372*	0.460*	1.000		
Organization culture	Pearson Correlation	.421*	0.318*	.302*	1.000	
Strategy implementation	Pearson Correlation	.567*	.517*	.502*	.479*	1.000
	Sig. (2-tailed)	0.003	0.013	0.021	0.026	
	N	165	165	165	165	

\* Correlation is significant at the 0.05 level (2-tailed).

The findings indicated that the correlation between organization structure and strategy implementation at constituency in Nairobi County was 0.567 with a corresponding p value of 0.003. The correlation coefficient was therefore significant and positive implying that if organization structure elements increase the implementation strategy at constituency in Nairobi county also increased.

The results further revealed that the correlation between resource allocation and strategy implementation at constituency in Nairobi County was 0.517 with a corresponding p value of 0.013. The correlation coefficient was also significant and positive which implied that an increase in resources allocated to a project increases the implementation strategy in the constituency in Nairobi. This finding conformed to those of Mugambi (2014) who found out that there is a need for adequate planning and allocation of resources to facilitate effective implementations. The findings also indicated that the

correlation between governance and implementations strategy at constituency in Nairobi was 0.502 with a corresponding p value of 0.026. The correlation coefficient revealed a significant and positive association implying that if governance indicators increase the implementations strategy also increases. Yussuf (2016) also emphasizes that the scope of governance is determine whether the policies, regulations and standards are well structured and this eventually affects the implementations of a strategy. The finding results indicated that the correlation between organization culture and strategy implementations at constituency in Nairobi was 0.479 with a corresponding p value of 0.021. The correlation coefficient revealed a significant and positive association implying that increase in organization culture increases the strategy implementations. According to Opano (2015), transparent and impartial organization structure is very essential in enhancing effective strategy implementations.

**Table 7: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.892	0.796	0.791	1.073

The adjusted R<sup>2</sup> from the table 7 found to be 0.791 implying that 79.1% of the variations in strategy implementation were explained by changes in organization structure, resource allocation, governance and organization culture. These findings

were in line with those of Gatheru, (2015) who pointed that resource allocation is very critical in strategy implementation. If financial resources, human resources, technological resources are not well allocated, strategy implementation the process may stall.

**Table 8: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	734.11	4	183.528	156.335	0.000
Residual	187.83	160	1.174		
<b>Total</b>	<b>921.94</b>	<b>164</b>			

The results showed that the regression relationship was highly significant in predicting the effect of organization structures, resource allocation, governance and organization culture in strategy implementation as shown by p-value (0.000) <0.005 and F calculated at 5 percent level of significance (156.335)>F critical (value = 2.428). These findings were in line with those of Opano et al, (2015) who

stated that one of the larger aspects of developing employee’s skills and abilities was the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. The attention by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling enhanced output by the employee.

**Table 9: Coefficients of Determination**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.319	0.352		3.747	0.000
organization structure	0.634	0.214	0.591	2.963	0.003
Resource allocation	0.793	0.317	0.648	2.502	0.013
Governance	0.608	0.271	0.575	2.244	0.021
organization culture	0.542	0.233	0.517	2.326	0.026

The established model for the study was:  
**Y = 1.319 + 0.634X<sub>1</sub> + 0.793 X<sub>2</sub> + 0.608X<sub>3</sub> + 0.542X<sub>4</sub>**

As per regression equation, it was established that taking all the factors constant at zero strategy implementation would be 1.319. The findings presented also showed that organization structure positively affects strategy implementation as shown by r=0.634. The study further revealed that resource allocation positively affects strategy implementation

as shown by r=0.793. Moreover, the study showed that governance positively affects strategy implementation as shown by r=0.608 on. Finally, the study revealed that an organization culture positively affects strategy implementation as shown by r=0.542. Overall, resource allocation had the greatest effect on strategy implementation followed by organization structure then governance while organization culture had the least effect on strategy implementation. All

the variables were significant since p-values were less than 0.05.

## **CONCLUSIONS**

The study concluded the organization structure of the project management committee have a positive effect strategy implementation in CDF projects in Nairobi County. The study concluded that power sharing in projects and decision making practices in projects has effect on strategy implementation. Further, the study deduced that co-ordination and backing and involvement affect strategy implementation.

The study also concluded that resources allocation has a positive and significant effect strategy implementation in CDF projects in Nairobi County. As per the findings, the study concluded that physical resources affect resource allocation greatly and that financial availability has a great effect on strategy implementation. Further, the study deduced that infrastructure affects strategy implementation moderately and that human resource has a low effect on strategy implementation.

The study further concluded that there is a positive effect of governance on strategy implementation in CDF projects in Nairobi County. The study deduced that leadership style affects strategy implementation and that knowledge on sharing has a great effect on strategy implementation. Moreover, the study deduced that requisite skills have a moderate effect on strategy implementation. Finally, the study concluded that collaboration has a low effect on strategy implementation.

Finally, the study concluded that organization culture in strategy implementation in CDF projects in Nairobi County has a significant and positive effect. As per the findings, the study concluded that values and traditions have a great effect on strategy implementation. Further, the study deduced that

standards and public participation has a moderate effect on strategy implementation.

## **RECOMMENDATIONS**

The study recommended that the stakeholders should be involved in implementation of the projects in order to build their capacity in directing their own development projects. More training is needed to be given to the community representatives to enlighten them on the goals the projects were meant to achieve. This knowledge will help them know whether the projects achieved their goals or not. The project managers should provide the necessary resources and facilities for project implementation. This will facilitate effective implementation of CDF projects.

The study recommended that the County government board should prepare documentations and manuals in guiding on strategy implementation in projects. Rules and regulations should as well be established on the requirements of implementation of projects. In connection to management the study recommends that effective governance by the top management will improve efficiency in operations and that responsibility assigning will ensure accountability in the strategy implementation.

In terms of accountability, the study recommended that the project implementers should take account of the needs, concerns and capacities of the project target groups and explain its actions and decisions to them. In doing this, the stakeholders should be involved by identifying their needs and coming up with a project in which they will be able to give feedback.

The study recommended that there is need to encourage more involvement of stakeholders in the project planning and implementation in order to increase the probability of sustaining the projects since there will be little resistance from the target groups. The involvement can be achieved through



encouraging target groups to organize themselves and elect their group leaders in the projects and not leaving the task of management to the project implementers.

#### **Areas for further research**

This study was only limited to Nairobi county. Therefore, the study recommended that the same study should be done in all other counties in Kenya to examine the challenges of strategy implementation in

constituency development fund projects. Further research is necessary as the findings were based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other counties. To augment the study findings, the study suggests that another study should be conducted to establish other contributors that affect strategy implementation.

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