INFLUENCE OF STRATEGIC LEADERSHIP ON THE PERFORMANCE OF CDF SPONSORED PROJECTS IN KITUI COUNTY, KENYA

KELVIN VUNDI

THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF BUSINESS ADMINSTRATION (MBA) FROM ST PAUL'S UNIVERSITY

2018

DECLARATION

I concur that this Dissertation is my genuine work and has not been presented in any learning institution for any academic awa

SIGNATURE ……. REGISTRATION NO. MBA/NRB/3796/15

NAME: KELVIN VUNDI DATE……

I/we confirm that the work reported in this Dissertation was carried out by the student under my/our supervision.

SIGNATURE ……... DATE……

DR. HELLEN MUGAMBI

ST PAUL'S UNIVERSITY

SIGNATURE ……. DATE……...

DR. STEPHEN MACHARIA
ST PAUL'S UNIVERSITY

DEDICATION

I bestow this dissertation to my fiancée, Rose for her infinite support. You mean a lot to me.

ACKNOWLEDGEMENT

Firstly, I thank Almighty God for granting me good health and strength during the development of this dissertation. My deepest appreciation to my family, my fiancée and friends for their unrivalled moral and spiritual support through my training and in writing my dissertation

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May God usher every last one of you into a new trajectory of future successful endeavors.

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ABBREVIATIONS

CDF- Constituency Development Fund

CDFCS- Constituency Development Fund Committees

IBP-International Budgeting Partnership

LGRP- Local Government Reform Program

MP- Member of Parliament

DFRD- District Focus for Rural Development

NACCSC- National Anti-Corruption Campaign Steering Committee

SPSS – Statistical Package for Social Sciences

DEFINITION OF TERMS

Change Management: signifies any scheme to transforming people, groups and establishments by means of tactics intended to re-direct the usage of funds , business process, budget provisions, or other means of operation that significantly reorganize a corporation or body (Tim 2007). In this study, change management will be used to mean the process which an organization re-engineers and reinvents its processes, systems and evaluates the capacity to implement the necessary change in the processes and systems.

Strategic Leadership: Is the ability to inspire others to willingly make day to day judgements that boost the long-term feasibility of the organization, at the same time upholding the short-term stability (Lorraine 2012). In this study, change management will be used to mean the process which an organization re-engineers and reinvents its processes, systems and evaluates the capacity to implement the necessary change in the processes and systems.

Agency Theory: Jensen and Meckling (1976) defined the agency affiliation as an engagement under which one party (the principal) involves another party (the agent) to accomplish some service on their behalf. In this study, agency theory will refer to the agency relationship between the CDFC members and the locals; where the locals are the principal and the members of CDFC agents.

Strategic Direction: Hitt (2011) observes that strategic direction means validating the organization's innate resource aptitudes and essential capabilities to realize objectives that may appear to be impracticable aims in the competitive environment.
In this study, strategic direction will refer to the organization's vision and set objectives.

Strategic Alignment: is defined as the prime state through which policy, establishments, clients and key processes work in concert to prod progression and returns (Labovitz 2004).
In this study, strategic alignment will refer to the optimum state where organization's resources, objectives, structure and leadership work in combined effort to propel growth of an organization.

ABSTRACT

This study sought to establish the influence of strategic leadership on performance of CDF sponsored projects in Kitui County, Kenya. The specific objectives of the study were to find out the influence of strategic direction, strategic alignment, change management and culture of creativity and innovation on performance of CDF sponsored projects in Kitui County, Kenya. In the past 10 years the government has lost resources allocated to the CDF kitty owing to the abandoning, incompletion and non-maintenance of CDF sponsored projects. Public resources have not been well maximized as they are expended on thousands of small, diverse projects which fail to move the country towards common goals, thus it is important to align the CDF development objectives with those of the County. The researcher presented the theoretical, empirical and conceptual frameworks underpinning the research topic through literature review of earlier theories such as upper echelon theory and other strategic leadership theories, research studies and conceptualized the interactions of both the dependent and independent variables and how they related in this study. This was a census study as the targeted population was small and thus it was reasonable to engage the whole target population of 72 respondents as the sample size. The sample was composed of 8 chairpersons and 64 CDFCs members. The study used descriptive research design. Data collection was done through semi-structured questionnaires which were administered on a "drop and pick later" method to respondents and which achieved a response rate of 83%. The data collected was analyzed using descriptive statistical tools and methods which included percentages and frequency counts which were used to analyze quantitative data obtained from respondents and the data was presented in tables, pie charts and graphs. The findings of this study showed that the various strategic leadership variables that were the focus of this study had varying degrees of influence on the performance on CDF sponsored projects with culture of creativity and innovation (74.5%) being the most advocated for factor followed by change management (72.3%), strategic direction (63.8%), and lastly strategic alignment which was not properly appreciated by the respondents in this study. The researcher recommended further intensive research studies on specific aspects of strategic leadership with reference to the knowledge or understanding of the leaders who are in charge of CDF sponsored projects and the individual leadership traits and characteristics required for strategic leadership to manifest at that level and how they can significantly contribute to the enhanced performance of CDF sponsored projects.

CHAPTER ONE

INTRODUCTION

Introduction to the Study

This chapter covers the introductory part which will include the background of the study, the statement of the problem, the objectives of the study, the research questions, significance of the study, limitations of the study and scope of the study.

1.1 Background of the Study

Various governments around the globe have struggled with growing their economies and ensuring development is all inclusive. According to Odhiambo and Bwisa (2014), they state that owing to the fact that the governments operate with limited resources the challenge to ensure the country's development is unison and thus avail more resources to the economy. Initially, the strategies that were employed proved less effective, and this was exemplified by the fact that over the past three decades, governments have recognized that top-down approaches characterized by traditional development strategies have largely failed to reach and benefit the poor (Baskin 2010).

Various countries have realized the significance of local initiatives in coping with development problems like distribution of resources and reduction of poverty hence the focus to ensure people are incorporated in planning, implementing and monitoring and evaluation strategies (Ngigi, 2015). To achieve this objective, developed and developing countries have adopted the bottom-up approach to development. The approach requires vigorous input of the rural people in pinpointing, execution, monitoring and appraisal of project processes, hence the initiation of initiatives like; earmarks and pork barrel, Constituency Development Fund (CDF) and District Focus for Rural Development (DFRD).

1.1.1 Global Perspective of CDF

Constituency Development Fund, CDF is a global phenomenon which has continued to spread over the years, as it is now found in over 23 countries worldwide (Caritas 2011). In

the developing world where economies are growing and political systems are said to be gaining stability, CDF is increasingly gaining ground. Among some of the countries that have implemented CDF include; Southern Sudan, Philippines, Honduras, Nepal, Pakistan, Jamaica, Solomon Islands, Tanzania, Malawi, Namibia, Zambia, Uganda, Ghana, Malaysia and India (International Budgeting Partnership[IBP], 2010). In the Philippines, a CDF type fund has been in existence in various forms for a number of years. The priority Development Assistance Fund (PDAF) which at one time was called Countrywide Development Fund (CDF) is a kitty of discretionary money allocated to congressmen intended for infrastructure projects. Proponents of the funds argue that it is a development tool and is particularly important for addressing the developmental needs of rural constituencies that are often neglected in national programs (IBP, 2010). Through the structures and systems set up, the fund has been able to make the impacts envisaged in its inception and the projects undertaken have contributed to the social economic development agenda of the country. The projects initiated are long-term, there exist a high number of completed projects and their impact in the economy is felt owing to effective leadership of the fund (Centre for International Development 2009).

The Parliament in Pakistan allocated funds for use in constituencies in 1985. The funds were largely perceived as an attempt to bribe the legislators and to increase their influence and clout. Projects determination largely left to the discretion of the politicians, the funds were basically used to reinforce the power base of politicians without any systematic procedure of accountability or public involvement (Bagaka,2008). In 2000 the government presented a new local government scheme which included the union council at the lowest level, representing villages of 15000 to 25000 and the District, one level up (IBP, 2010). However, proper structures supported by improved legislations saw the fund realize its objectives. Important leadership aspects like vision, inclusivity in decision making, setting of objectives, and accountability have greatly affected the performance of the projects initiated. (Bagaka,2008) points out that there exists checks and balances in the process and transparency regarding the selection criteria.

In Jamaica, CDF was introduced by former Prime Minister Bruce Golding (Gleaner, 2008). The government introduced a program in 2008 to accomplish their obligation to offer members of parliament a ration of the budget for constituency projects.

Bagaka (2010) observed that the initiative was envisioned to encourage human and infrastructure development at the community and constituency levels and to allow the members of parliament to react to the needs and priorities voiced by their constituents there by realizing enhanced governance at the local level. In Jamaica project selection was to be a consultative process with communities determining priority areas and MPs working with CDF unit staff develop the project document. All the funds for the projects once approved were to be channeled via the relevant institutions accountable for executing the development plans (IBP, 2010).

Despite the fund being bedeviled by challenges attributed to leadership, efforts have been made on areas like; culpability and transparency where prevailing shortages which usually stem out of the absence of a vibrant, effective tool for management or separation of controls have been dealt with in amendments on the CDF strategy. These improvements resulted in curbing wasted money, corruption and disillusioned constituencies as they were now incorporated in selection, forecasting and execution of the projects (Bagaka 2010). As a result, the fund was better placed in realizing its objectives of community led development, redistribution of resources and reduction of poverty, (Baskin 2010).

1.1.2 African Perspective of CDF

In Africa just like in other continents like Europe, America and Asia, the Caribbean particularly in Jamaica Constituency Development Fund and funds equivalent to it have been implemented in a number of countries including; New Guinea, Uganda, Tanzania, Namibia, Zambia, Kenya, South Sudan and Ghana (Bagaka 2008). In Uganda particularly the idea gained ground during the 7th parliament (International Budget Partnership 2010).A Parliament Committee was then set up in October 2005 and tasked with the job of developing provisional strategies and processes for the formation of the CDF for 2005/06. The provisional guiding ideologies were discussed by the committee but never approved by the plenary, however, despite the lack of legislative framework being put in place disbursement of the funds went ahead and each constituency was given 5187 USD (IBP, 2010).

The governance structure proposed called for establishment of a CDF Committee of five people comprising of chairperson, secretary, Treasurer and two other members. The District Project Committee to be established in each district would receive and consider project

proposals from the CDF Committees in its District. The DPC would play a monitoring role, headed by the District Community Development Officer (Baskin 2010). In 2007, the Africa Leadership Institute (AFLI) in Kampala conducted a CDF study and came up with some recommendations on improving the fund management and implementation to ensure it realizes its objectives. The findings disclosed, an annual budget should be prepared, receded up by a wide-ranging strategy and legislation to provide a framework for CDF in the country. They suggested that, CDF funds ought to be pooled in one account with various signatories and not to an account controlled by an individual. They called for transparency, accountability and prudence in management of the fund and the projects there in, issues that can be well addressed by Strategic Leadership.

The Uganda Debt Network on the CDF observed that the beneficiaries of the CDF should participate in selection and execution of development ventures, so that they can participate in project implementation, monitoring and evaluation challenges that can be alleviated by incorporation of Strategic Leadership. Similar to Kenya, Tanzania has been in ongoing process of decentralization since policy paper on Local Government Reform 1 1998 and the resultant LG Reform Program (LGRP) were set in motion (Kairu & Ngugi 2014). The approach of using the local government reform to decentralize through devolution to alleviate poverty by improved service delivery brought about by increased political, administrative and fiscal autonomy at local level. Intergovernmental transfer systems which sent funds from central government to local level were set up to support these development objectives, including the Tanzania Social Action Fund (established 2000), followed by the Local Government Capital Development Grant System in 2004 (IBP, 2010). Owing to the apparent weaknesses that emerged, key among them need for better role clarification of levels of government and increased fiscal and administrative control by local government authorities (Baskin 2010).

It is against this backdrop that the implementation of CDF in Tanzania has been under debate for a number of years. Similar to Uganda, a government study tour in Kenya was conducted in July 2008 to glean lessons from the Kenyan experience. The possible establishment of a CDF in Tanzania was considered in Parliamentary committee and then in parliament President Jakaya Kikwete proposed the establishment of the CDF in August 2008, in order to

assist MPs in implementing development projects at the Constituency level (International Budgeting Partnership 2010).

1.1.3 CDF in Kenya

In 1983, Kenya introduced district level harmonization of development activities and services through District Focus for Rural Development (DFRD). According to Odhiambo and Bwisa (2014) the agency created a framework for encouraging and harnessing local initiatives from the Local Government Ministry which enhanced performance of local projects mainly on execution. According to Kairu and Ngugi (2014) the essence of CDF and DFRD is similar in that both fund's objective is on locally initiated projects with the only variance being the managerial policies. To address the deficiencies of DFRD which included; non-participation of locals during initiation and execution of ventures, failure of realizing objectives and lack of policies and framework that integrate community level contribution in decision making.

In the 90s the then regime re-introduced the Harambee spirit as a means of rallying resources at the local level. Bagaka (2010) defined, the scheme as a program modelled to incorporate intentional contributions in either cash or labor towards a common good. As a bottom-up development policy, it empowers people at the community level to contribute in the creation and execution of community based projects (Odhiambo & Bwisa 2014). The scheme occasioned development of projects such as primary schools, secondary schools, health facilities, water projects, cattle dips and churches which were later taken over by the government to guarantee operation and safeguarding hence viability of the projects (Bagaka 2010). One of the misgivings of the program was it resulted to skewed way of resource deployment and dissemination (Ngigi 2015).

Bagaka (2008) observes that the platform is envisioned to eradicate poverty through the implementation of projects that address development needs of locals in areas like education, healthcare, water, agricultural services, security and electricity. Since the inception of CDF fund, resources have largely been used to fund ventures in four key areas: education sector, health and sanitation and infrastructure as given in Government of Kenya; CDF Allocation summary 2003. The 2003 CDF Act states that …" project assortment is to begin at the community level, with the groups pinpointing potential projects, ranking them and presenting

final commendations to the Constituency Development Fund Committee (CDFC)." The part IV Section 22 (1) of the CDF 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." (CDF ACT 2003)

Ngigi (2015) proposes that we should lock CDF to particular projects for the next five years so that the whole country grows together, projects like building dispensaries, water projects. CDF needs to be tied to the national goals of the country for a particular number of years so that we are all growing at the same pace (Baskin 2010), a challenge that can be alleviated through Strategic Leadership. The need for greater professionalization and improved project management was another challenge raised during the early days of the implementation of the CDF Act. The low capacity and skill level of members of the CDC committee and Project Committees emerged as another key issue in Kenya as in other countries. However, in 2007 in efforts to reform the fund, fund or account managers were employed and dispatched to each constituency by the Board to progress supervision and compliance. The fund managers were to act as the link between the Board and CDFC and advise on project viabiltiy (National Anti-Corruption Campaign Steering Committee [NACCSC], 2008).

In 2013, Constituency Development Fund Act No. 30 of 2013 was endorsed with its main intention being to guarantee that a definite percentage of the annual national budget was to be committed to the constituencies to facilitate infrastructural development, wealth creation and poverty eradication at the constituency level. Part VII Section 39 of the Act states, "the county projects committee shall ensure that no duplication of projects occur particularly where it is prudent to combine efforts on projects designed to benefit a large section or sectors of a community traversing constituencies in a county." This ensures that under devolution there will be no replication of projects between the county governments and the constituency development fund.

The main area of interest for this study which is Kitui County is comprised of eight constituencies that are vastly located (CDF Act 2003). The projects initiated by CDF in most of these constituencies have been decided upon by the Constituency Development Fund Committees (CDFs) and most of the projects are short-term thus their impact on the Nation's Development Index is minimal (Nyanguthii & Oyugi 2013). The initiation of projects at the local level is well defined in CDF Act, Part IV Section 2 (1) 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 (CDF Act 2003). This depicts a picture of copying of projects without inclusion of locals, lack of strategically aligning projects with the development objective of the area and the nation in general and lack of professionalism in the leadership of the fund. These challenges coupled with others inform the basis of this study, which sought to determine the consequence of incorporating Strategic Leadership on the performance of the CDF sponsored projects in Kitui County.

1.2 Statement of the Problem

Constituency Development Fund was initiated to achieve equitable distribution of resources, control imbalances in regional development and reduce poverty by implementing local projects informed by the needs of the locals (Baskin, 2010). In the past10 years the government has lost resources allocated to the CDF kitty owing to the abandoning, incompletion and non-maintenance of CDF sponsored projects resulting in the projects not realizing their objectives (Ngigi 2015).

The area of interest for this study which is Kitui County and in particular Migwani sub-county Kyome Health Centre has been deemed non-operational owing to lack of funds to fund all its operations. The Migwani sub-county water dam dried up as the local residents were unable to meet the maintenance costs therein. A water project in Kyome Village meant to serve the locals, AIC Kyome church and Kyome Secondary School can only serve the school as it is yet to be completed five years on making it less beneficial to the locals (A Citizens Report Card on the Constituencies Development Fund, 2012). According to Odhiambo and Bwisa (2014) such incidences have been partly blamed on poor leadership and mismanagement of public resources being expended towards thousands of small, diverse projects at the grass root level that are not geared towards common goals in achieving the development objectives of the constituencies.

Various research studies have been conducted on CDF projects and which include Nyanguthii and Oyugi (2013) on factors that influence performance of constituency development funded dispensary projects, Kariuki (2013) on influence of strategy implementation on performance of constituency development fund projects in Kenya, and Kairu and Ngugi (2014) on factors affecting effective implementation of constituency development fund projects in Machakos

constituency. There have been no research studies carried out on the influence of leadership and in particular strategic leadership on the performance of the CDF sponsored projects. It is against this background, that this particular study seeks to address the critical research gap with special emphasis on the role of strategic direction, alignment, change management and culture of creativity and innovation play on the performance of CDF sponsored projects in Kitui county. Therefore, this study will investigate the influence of strategic leadership on the performance of the CDF sponsored projects in Kitui County.

1.3 Objectives of the Study

1.3.1 General Objective

To determine the influence of strategic leadership on the performance of CDF sponsored projects in Kitui County, Kenya

1.3.2 Specific Objectives

i. To examine the influence of strategic direction on the performance of CDF sponsored projects in Kitui County, Kenya.

ii. To determine the influence of strategic alignment on the performance of CDF sponsored projects in Kitui County, Kenya.

iii. To determine the influence of change management on the performance of CDF sponsored projects in Kitui County, Kenya.

iv. To establish the influence of the culture of creativity and innovation on the performance of CDF sponsored projects in Kitui County, Kenya.

1.4 Research Questions

i. What is the influence of strategic direction on the performance of CDF sponsored projects in Kitui County, Kenya?
ii. How does strategic alignment influence the performance of CDF sponsored projects in Kitui County, Kenya?

iii. What is the significance of change management on the performance of CDF sponsored projects in Kitui County, Kenya?
iv. What is the implication of culture of creativity and innovation on the performance of CDF sponsored projects in Kitui County, Kenya?

1.5 Significance of the Study

1.5.1 The Kenyan Government

The findings of this study can be used by the government in policy making on the CDF board which is tasked with receiving the CDF allocation from Ministry of Treasury in tranches. It then disburses the funds to Constituency Development Fund Committees (CDFCs) and to provide leadership and policy direction in the optimal utilization of the funds for equitable development and poverty reduction at the community level. This study will benefit the board in identifying ways to make projects identification be more inclusive and participative to ensure citizen participation. Via the outcomes of this study the board will also be able to make enhancements in the management of CDF projects and leadership of the CDF committees.

1.5.2 Constituency Development Fund Committees (CDFCs)

This study will be valuable to the CDFC of constituencies in Kitui County in identifying ways in which they can foster public participation in project identification, implementation, monitoring and evaluation to ensure their success. The findings and recommendations of this study can be used by the committee to make improvements in its leadership and management styles.

1.5.3 Other Researchers

This study will also be beneficial to other researchers who intend to undertake an equivalent study or a study which may use variables of concern to this study. The findings and recommendations of this study will also be beneficial to other researchers in identifying research gaps and such researchers will find a point of reference in this study.

1.6 Limitation of the Study

The main limitation of this study was its inability to include more CDF projects, as the study focused on CDF projects in Kitui County's eight constituencies. The study could have covered more Constituencies across the country so as to provide a more profound and far-reaching analysis.

The other limitation for this study was time allocated in doing the study which affected the inclusion of all the Constituency Development Funded projects in the County owing to the constraints of time in collection of data and the researcher was forced to generalize findings which affected the picture on the ground in the findings of the study.

1.7 The Scope of the Study

This study covered eight constituencies in Kitui County. It focused on the members of the Constituency Development Fund Committees (CDFCs) that is the chairpersons and members as they are the group mandated in planning, implementing and evaluating the projects. Data collection period was between the months of April to July 2017.

CHAPTER TWO:

LITERATURE REVIEW

2.0 Introduction

This chapter highlights the various meanings theories and variables that relate to "effect of Strategic leadership on the performance of CDF sponsored projects". It reviews various contributions from several authors who have undertaken a study in related fields of this study.

2.1 Theoretical Framework

A theory is a model or framework for observation and understanding, which shapes both what we see and how we see it. It allows linkage between the abstract and the concrete; the theoretical and the empirical; thought statements and observational statements (Christopher 2015). It provides existing ideas of the problem the researcher is addressing in a given study (Cooper and Schindler 2006). This current study will be anchored on four theories, which include; Transactional leadership theory, Transformational leadership theory, Strategic leadership theory and Agency theory.

2.1.1 Transactional Leadership Theory

According to Ganguly (2012) transactional leadership was first revealed by Max Weber in his socio-economic deliberations of the organization. Weber (1947) termed transactional leadership approach from three features which Bernard Bass agreed with and upon which McGregor's study of leadership was established on. Weber (1947) looked at Charismatic (Transformer), Bureaucratic (Transactional) and Traditional (Feudal) leadership authorities. Bass (1990) perceives Transactional leaders earn leadership through normative rules and regulations, strict discipline and systematic control. Ganguly (2012) adds that follower's submission is based on rational values and rules and also on reputable agreements. Bass (1990) using the basis of transactional leadership set by Burns, (1979), stated features of behavior and situations as the basic level of exchanges between leaders and followers. He adds that transactional leadership is founded on classical philosophies of discussion with followers who are part of relations and therefore are rewarded for meeting pre-defined criteria of performance. Bass (1990) asserts that transactional leadership is focused on

upholding status quo, and transactional leaders can be successful in a short period of time but they must focus on transformation if they want to continue being effective and thus preserve the leadership position. Ganguly (2012) observes that the main task of followers in transactional leadership is to respect the guidelines of leaders. Transactional leaders are focused on immediate goals, principles, processes, guidelines and control and creativity, vision and generating new ideas are not represented (Ganguly 2012).

Transactional leadership focuses on basic roles of management, control, organization and short-term planning. It is based on the supposition that followers are driven by the best system of rewards and punishments (Ganguly 2012). Tichy (1984) agrees with the observation that transactional leaders have a very narrow focus and rarely encourage creativity and new ideas. Obstinacy in leadership is a characteristic of this model of leadership, and thus any endeavor to change this leadership style of transactional leadership is challenging and almost unsuccessful since the leadership style is of human person, his personal characteristics and that is something unalterable (Ganguly 2012). The planning of the projects should be long-standing and should integrate innovation and generation of new ideas. It is against this back drop that this leadership theory and style proves inadequate in improving the performance of CDF sponsored projects and thus informs the importance of seeking a better leadership philosophy that fills the gaps established and builds on the strong points of the transactional leadership theory.

2.1.2 Transformational Leadership Theory

Burns (1979) observed that transformational leaders pursue to alter predominant formations, principles, beliefs and objectives and create new ones that inspire the bigger obligation. The crucial abilities of transformational leadership are creativity, team orientation, respect, coaching, responsibility and confession. Transformational leaders have a massive influence on followers by paying personalized attention to each of them, talking about opportunities in the future, and acting self sacrificially (IE Working Paper 2006). CDF is a form of fiscal devolution, which is a main module of decentralization where the central government collects mandated revenue and transfers them to grass root (Ngigi 2015). As a result of much discontentment with the outcomes of centralized economic plan, reformers have turned to

decentralization to break the grasp of central government and prompt wider contribution in democratic governance (as cited in Ngigi (2015).

Bass and Avollio (1993) identified four types of leadership behaviors that are categorized as transformational; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. When a leader gains the follower's trust, is faithful and respectful and is dedicated and appeals to their dreams and hope, then this can be referred to as Idealized influence (Ganguly 2012). Individual reflection specifies the degree to which leaders display interest in other's well-being, allocates projects exclusively and pays attention to those who appear less involved in the group and community (Ganguly 2012). Bass (1990) investigated transformational leadership theory. Findings disclosed that, transformational leaders recognize the prerequisites and prospective of their supporters. Transformational leaders are able to poise with short-term results and long-term vision (Ganguly 2012). Kotter (1996) believes that the variations take place from 6-12 months, and the outcomes of the vision can be drawn on the four-dimension matrix:

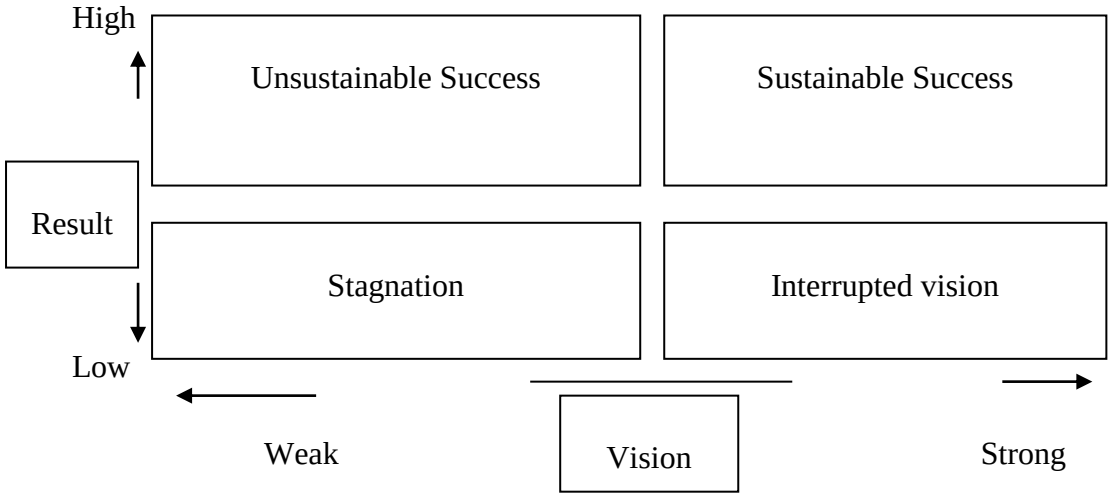


Figure 2.1 Vision, a result of the success of Transformational Leader.

Source: (Kotter, 1996)

The low mark and low vision are the difficulty for any institution, good short-range results with low vision, which produce few products have to be abandoned. Only a good intervening outcome may be effective to accomplish the vision of permissible achievement (Kotter 1996).

The greatest danger for the transformational leader is fear of little time to manage the enduring nonconformities and thus they emphasize only on quarterly and annual results observes (Ganguly 2012). The key attributes of transformational leadership include vision and communication of vision and transformational leaders have the power to create a set of corporate values and culture (Stogdill and Bass 1981). For the CDF sponsored projects to perform well, communities should be driven by creating a common and shared vision, ideals and moral values, a key concept in transformational leadership theory (Kotter 1996).

It is significant to match the community's needs and interests with the interests of the leader in planning and implementation of CDF projects which will greatly influence the performance of the projects, using the transformational leadership theory this can be realized. Nevertheless, in the prevailing environment the significance of factors such as ethical practices, empowerment, strategic alignment, sustainability, decision making, communication and culture of creativity and innovation cannot be understated as they enhance performance in leadership. This establishes the gaps in the transformational leadership theory which can be filled by engaging strategic leadership theory which also builds on certain aspects of transformational leadership concept.

2.1.3 Strategic Leadership Theory

Lorraine (2012) observes that the proponents of Upper Echlon theory had to bow to leadership skeptics as they recognized that sometimes top managers matter significantly to institutional results. Ireland and Hitt (1999) defined strategic leadership as a person's ability to expect, foresee, sustain flexibility, think strategically and work with others to create variations that will generate a feasible prospect for the instituion. Transformational leadership is future oriented and involves communication of the vision and inclusion of the followers in attaining the vision, and strategic leadership seems to combine this with transactional leadership concept of realization of short-term results. In strategic leadership a vision is termed as a strategic direction which involves developing a long-standing vision which looks to at least five to ten years into the future. The role of vision in strategic leadership is to act as a filter for strategic choices, and a leader can relate individual benefits to group resolve and thus influence any decisions that are made (Lorraine 2012). This brings out the strategic alignment concept in strategic leadership, which if applied in CDF sponsored projects means

aligning the vision of the projects with the Member of Parliament's vision and the country's vision 2030.

Labovitz (2004) expands further on strategic alignment as a means to measure the value of organizations. Khadem (2008) defines alignment as movement in the same direction. He adds that incorporation is when with each other enhances performance. In CDF projects synergy should be promoted as well as alignment to ensure inclusion, support and efforts towards the same direction thus effecting on the performance of the projects. The continued destruction of resources by organizations reveals a lack of strategic leadership (Rowe 2001). In CDF sponsored projects the mismanagement of public resources, lack of transparency and accountability have been witnessed, further indicating absence of strategic leadership and leaders. Strategic leadership is grounded on; ethical behavior, they formulate and implement strategies for immediate impact and the preservation of long term goals in order to enhance organizational growth, survival and viability (Lorraine 2012).

2.1.4. Agency Theory

Jensen and Meckling (1976) drafted the model which envisages that; the higher levels of managerial ownership structure increase firm's performance due to an incentive effect. Agency theory holds a central role in the corporate governance. Jensen and Meckling (1976) defined the agency association as a conflict through which one party (agent) acts on behalf of another (principal), after authority to take decisions is delegated to the party. In the case of CDF, the CDFC is the agent as they manage public funds on behalf of the government operates on the mandate of the people. Thus for the fund to accomplish its objectives there has to be a well-defined structure to ensure alignment of interests and ensure no conflicts arise that hinder effectiveness and efficiency. Agency hitches stem because of the impracticality of seamlessly contracting for every probable action of an agent whose conclusions touch both his own, welfare and that of the principal (Patrick 2001).

In order to bring a solution to this problem it is up to the principal to scheme on ways to ensure the agent represents the true interests of the principal (Brennan 1995). Agency conflicts arise from four key areas; moral hazard, earnings retention, risk aversion and time-horizon according to (Patrick 2001). CDF has faced moral hazards where projects have been

initiated not based on an existing problem or need identified by the locals but because the project favors interests of the leaders in the CDFCs. There has been also the problem of accountability and transparency as far as the funds disbursed go; some Constituencies have been hard pressed to explain expenditures that are not documented as required. There exists mismanagement of the resources that has resulted to un-budgeted expenditures, stalled and incomplete projects and abandoned projects (Bagaka 2010). To solve these challenges, the principal (the government) has incurred monitoring and control costs to ensure the agent acts in the best interests of the principal and challenge of poverty and resource allocation imbalances are solved and we achieve the ultimate goal of development (Brennan 1995). However, the audit report's recommendations have to be fully implemented to fully resolve these existing conflicts and usher in corporate governance in the management of CDF sponsored projects.

2.2 Empirical Review

This study focused on defining the influence of strategic leadership on performance of CDF initiated programs. The variables under consideration in this study were; change management, culture of creativity and innovation, strategic alignment and strategic direction.

2.2.1. Change Management

Dimitrios and Athanasios (2014), did a study on the impact of leadership and change management strategy on organizational culture, seeking to provide a bibliographical tool for further research. In their findings the evidence they gathered suggested that leadership is associated with organizational culture, primarily through the processes of articulating a vision, and to a lesser extent through the setting of high performance expectations and providing individual support to workers. However, it must be noted without empirical testing the findings of this paper are not entirely valid. The findings will nonetheless, inform this study in giving critical pointers on the place of leaders in change management and the change management process.

Tricia and Amy (2014), wrote on enabling organizational change through strategic initiatives, in the pulse of the profession in-depth report. Change initiatives significantly impact on an organization's drive toward success. They observed that change is unavoidable; organizations

need to resolve how to successfully adapt and sustain change. Projects and programs by their very nature create change. This in-depth report gives insights from a 2014 PMI study of experienced project management practitioners from around the globe. The findings of the study as given in the report show that the primary reason why organizations are failing and losing money are insufficient communication at 59% and lack of leadership at 56%. The report concludes that failed projects can result in huge financial losses for an organization. When an organization embarks on change its likely systems, processes and structures will be impacted. These findings inform the basis of this study as it seeks to examine how changes on the systems, processes and structures in CDF can be changed to ensure improved performance and success of the CDF sponsored projects.

Kaorther (2015) in an article on leadership and strategic change undertook a research suggesting a replication on the theoretical tactics of leadership role in the enactment and success of this type of change. In the study respondents were physicians in the eight specialty departments working in six medical centers for a total of 46 departments, the departments ranged in size from 3-49 physicians. 313 physicians were sampled and participated in the survey. The study's research design choice was mixed determinant intervention in which a change is tied with other predictors to influence a gauge of interest.

The study had two determinations; the more a department identifies that its leader supported the new strategic initiative, the higher the prospect the initiative will be effected productively and the more department members perceive that leaders aggregated across hierarchical levels support a new strategy, the higher the probability that the new strategy will be effected fruitfully. The outcomes of the study revealed that although there were no separate independence effects of leadership effectiveness ratings of the CEO, medical centre director (PIC), or department manager on the outcome of a planned variation, there were substantial constructive effects of leadership in the aggregate. These outcomes reinforce the objective of this study in examining the place of strategic leaders in driving change management to realizing improved performance of projects and the organization as a whole.

2.2.2 Culture of Innovation and Creativity

David and Jonathan (2015), in their paper on, 'Innovation; How Leadership makes the Modification,' observe that in today's swiftly shifting operating environment, there is no reservation that innovation is a crucial element in organizational growth. Leadership is an important aspect required to cultivate creativity and spur innovation at the individual, team and organizational levels. Leaders need to act in a manner that encourage and support invention and culture (Lorraine 2012). The study was in form of Centre for Creative Leadership on Innovation Leadership Survey 2014.

The study covered 500-person client panel and 94% said innovation is a key driver of success and performance, 77% said their organizations had made efforts to progress innovation and only 14% were assertive about their organization's leadership capability to drive innovation. They recommend that organizations ought to support leaders at all levels, providing the knowledge and proficiencies to help people develop the attitude, skill sets and toolsets to spur a leadership culture that sustains innovation. This informs this study as it seeks to examine the impact of nurturing a culture of creativity and innovation on leaders so as to spur performance and success of CDF sponsored projects. Agbor (2008) in a paper on creativity and innovation: the leadership dynamics, sought to explore the important role of leadership in the innovation process of organizations.

Agbor (2008) contends that while culture, strategy, technology and other management tools are important in generating effectiveness in the 21st century, creativity and innovation are what drive organizational success in many sectors. However, for creativity to take place, leaders must aggressively sanction strategies that embolden it. The paper adopted an analytical survey research design. 497 firms were surveyed in the U.S. The findings of the paper in essence reported that organizational leadership is the most important aspect of the organizational creativity and innovation dynamics. The findings of this paper specified; no organization can change or renew itself unless the leaders put the process in cue and sustain it, and organizations need creative leaders to manage the innovation process. This informs this study since it pursues to determine the place of strategic leaders in designing the organization's structure, processes and systems to entrench creativity and innovation in an organization.

Derrick and Kaplan (2010) studied the framework for strategic innovation: combining strategy and creative exploration to discover future business opportunities, describe a holistic, multidisciplinary agenda that permits organizations to take a strategic tactic to innovation. The paper describes three types of innovation capabilities; cultural, process and structural. The results of the study recounted that strategic innovation is not an end-state, rather it is a journey of progressive survey, investigation, thinking, decision making, action, results and learning with the cycle then repeating. These findings inform this study since in establishing the effect of culture of creativity and innovation on the performance of CDF sponsored projects focus will be on the structure, culture and processes of CDF leadership.

Elsa Barbosa (2014) in an article on organizational culture concerned with for innovation: influencing variables pursued to pinpoint the variables integral in organizational culture capable of improving an organizational culture of innovation. The article adopted the analysis and synthesis and approaches of orientation and presumption. The findings conveyed that the ability of innovation can be cultured and skilled in the organization while disseminating cultural values, based on human resources management practices. Leaders of innovative organizations tend to have a clear picture of the outcome they want to achieve and clearly articulate this vision, so that the members share the vision and are motivated to do more. This evidence underpins the important submissions made in this study that a visionary leader can succeed in utilizing the culture of creativity and innovation to boost the performance of an organization and the organization's projects.

2.2.3 Strategic Alignment

Lorraine (2012) commenced a study on the relationship between strategic leadership and strategic alignment in high performing companies in South Africa. The study adopted the quantitative research design. The study focused on 200 companies that were featured in the 2007 Financial Mail, and six companies were studied. The findings indicate that strategic alignment is a key component of strategic leadership which brings about strategic intent which exists when all employees in an organization are committed to pursuing a specific performance criterion. The study also concludes strategic leadership is the determinant factor in high performing organizations. These findings inform this study as it seeks to establish the effect of strategic leadership on performance of CDF sponsored projects. The study will

examine one of the key components of strategic leadership; strategic alignment and how it impacts on performance of CDF sponsored projects.

Jouirou & Kalika (2008) engaged in an experimental study on strategic alignment: a performance tool; an empirical study of SMEs. The drive of the research was to examine whether alignment of IT with the strategy and organizational structure of an SME could have a conclusive influence on its performance. A model was constructed and tested empirically using data from 381 SMEs operating in different sectors. A multivariate perception, modeled with structural equations, was used to test the alignment between strategy, structure and IT. The orientation was considered as a set of theoretically related variables. The results showed that the alignment of IT with corporate strategy and organizational structure could generate the best performance levels for an SME. The results of this study show the importance of aligning the strategic aspects of an organization such as processes, objectives, systems, IT, structures and strategies. For an actual alignment to happen leadership plays a pivotal role. Thus the path taken by this study is well secured on those findings, to determine the influence of strategic alignment on the performance of CDF sponsored projects.

Ricardo. S, Ram. V and Mario. F (2010) in a paper on understanding the impact of strategic alignment on the operational performance of post implemented technological innovations sought to examine the role of three strategies; organizational, business and information system in post implementation of technological innovation. The paper adopted a combination of qualitative and quantitative research design. Unstructured and semi-structured interviews, based on the findings of literature, were used to identify key factors used in the survey instrument design. The findings of the paper indicated that enrichments in operational performance can only be achieved by aligning technological innovation effectiveness with operational effectiveness. However, the focus on the technological innovations may imply that the findings of the study may have been greatly influenced by technological innovations. Thus the findings may not be indiscriminate in this study although they portray the importance of innovation in attaining desired performance and leadership is key in sustaining it.

2.2.4 Strategic Direction

Julio and Garth (2008) in a study on visionaries, managers and strategic direction pursued to test the basic model that describes the way the firm is structured and verdicts are made. In the firm they focused on; hierarchy, specifics: timing and payoffs, exogenous incentive payments and hidden information. The main intentions of the study were to; validate the role of visionary senior managers in ameliorating incentive problems within their organizations and highlight the role of middle managers in bridging the gap between visionary senior managers and the lower level managers who are the engine of innovation and experimentation. Their findings support the fact that having a vision that is misguided even if it is motivational, can be costly. This supports the argument raised in this study that a vision needs to be steered by clear objectives backed by strong strategies to ensure the vision is realized hence the organization achieving strategic direction.

Don (2006) in an article on leadership vision and strategic direction offers an overview of the leader's role in creating the organization's future, examines leadership vision, the underlying themes common to effective vision and how vision works on many levels. The article studied; the effect of strategic leadership, leadership vision, mission statements, strategy groundwork and strategy in action on performance of the organization and its projects. The results of the article show leaders decide the vision for the future and link the future with strategic actions. A leader's critical obligation is instituting organizational bearing through vision and strategy. The article draws conclusions that strategic leadership is about gaining control over the direction an organization is heading. It's also about variation; changing the organization from its present state to a more significant future state. This shows the place of strategic direction in enactment of an organization and the key role a leader plays in instituting a strategic direction for an organization. This augurs with this study as it seeks to establish how strategic leaders through strategic direction effect on the performance of an organization's projects.

Terry and Allan (2010) did a study on seven principles of strategic leadership. The study sought to answer the question, "What is strategic leadership and what do strategic leaders do?" They also pursued to describe a basis that can be used to inform leaders' practice. They did a survey on school leaders in the UK. The findings of the paper report that the drive of

these principles of strategic leadership is to boost individual leader effectiveness in leading purposefully. The findings further indicate that for a leader to be an effective strategic leader must be; future oriented, base decisions and actions on evidence ensure they fit to lead, know how to be good partners with staff members and open new horizons. The findings the study enumerated key aspects of strategic leadership; key among those was strategic direction. The findings point out how these aspects influence the performance of the leader and the organization itself.

2.3 Conceptual and Operational Framework

Independent Variables

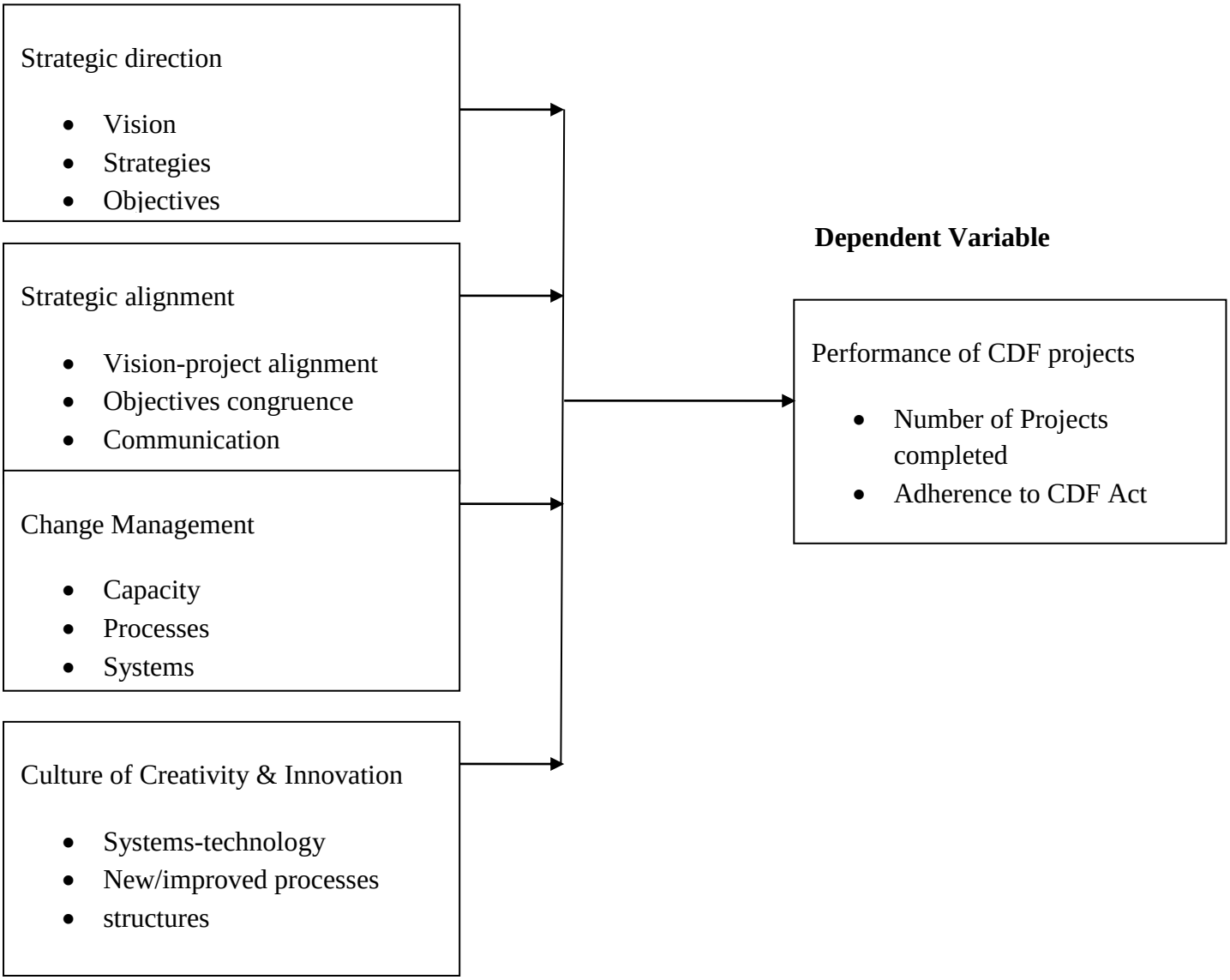


Figure 2.3 Conceptual Framework

Source: (Charles and David, 2010)

Operationalization of the Conceptual Framework

2.3.1 Strategic Direction

To examine the strategic direction of an organization involves formulating a long term vision, which generally looks at least five to ten years into the future. Hitt (2011) discerns that strategic intent means leveraging the organization's internal resource capabilities and core competencies to accomplish what may at first appear to be unachievable goals in the competitive environment. Hamel and Prahalad (2005) add that strategic intent comprises all the followers of the leader being dedicated to pursuing a specific performance criterion, believing ardently in the goals set and focusing totally on doing what they do better than others. Vision is a critical component for anyone in a leadership position because it is closely aligned with future directed goals (Orndoff 2002). Thus in coming up with the CDF projects the Member of Parliament must include all stakeholders in planning and ensure the projects are based on the vision they have as a leader. They should then strive to influence and motivate the CDFC members and the community not only to subscribe to the vision but also work towards realizing it.

Visions only have connotation when they are implemented and to this end leadership must have irrepressible change management skills, the capacity to develop and communicate a vision as well as enabling the organization to do so through the widespread strategic, structural and policy changes that the vision requires (Lorraine 2012). The leader in the constituency should not only rest at having a vision for the constituency, they should put in place strategies that will lead to them realizing the vision. Communicating the vision effectively and clearly is the first step as emphasized by Hitt (2001), for all stakeholders to contribute to it, and give suggestions on how the vision can be realized and to include them in the implementation of the said contributions. In coming up with the composition of the CDFC the appointments and structures they create should all be geared towards realizing the vision.

Worden (2005) argues that behind a vision lies the formulation and articulation of a social reality which lies at the core of leadership, far surpassing the relatively superficial impact of traits and styles that have fascinated quantitative investigations for decades. He adds that in

fact, leadership may be defined in terms of followers' acceptance of a vision's social reality as formulated by a leader. Thus it is important for the leader in the constituency the followers accept and support the vision they lay out and the strategies they present in achieving the vision. An important factor in organizations that have successfully transformed themselves from those that labor mightily to produce little more than business as usual is the possession of a long term strategic intent that aligns the factors and beliefs of everyone in the organization towards a challenging goal (Lorraine 2012). From this we deduce that strategic intent impacts a great deal on the performance of not only the organization but also the business units of the organization. Thus if a constituency entrenches strategic intent based on strategic direction will ensure improvement of the performance of the projects they seek to undertake under CDF, however if a constituency does not embed strategic direction then its performance will be affected adversely. Thus in this study the researcher will seek to establish the effect of strategic direction on performance of CDF sponsored projects. Hamel and Prahalad (2005) sum up strategic intent as a factor that captures the essence of winning.

2.3.2 Strategic Alignment

Rowe and Nejad (2009) contribute that the manifestation of a strategic leader in an organization leads to a number of short-range and long-standing outcomes that largely regulate the success and performance of the organization. Alignment is that optimal state in which strategy, employees, customers and key processes work in concert to propel growth and profits. Aligned organizations enjoy greater customer and employee satisfaction and produce superior returns to shareholders (Labovitz 2004). According to Khadem (2008) two people can only be termed as aligned when they move in the same direction and are integrated when they cooperate with each other. He adds that total alignment encompasses both alignment and integration.

Leaders should foster strategic orientation for goal congruence, realization of the set vision and increased efficiency and effectiveness in performance. At the constituency level, for the projects sponsored by the CDF to do well, alignment should be nurtured by ensuring the set vision, established strategies, key processes all work in concert to improve performance. Alignment therefore means orientating with the organizations vision, principles and policy. Khadem (2008) asserts that the most effective way to make an organization's business

strategy operational is through orientation and follow-up. Top management should therefore embrace alignment and endeavor to cascade it down through all levels of the organization. This will have a unifying effect on functions, teams and individuals and impact positively on the organization's performance (Lorraine 2012). However, there must be effective communication of the organization's strategic direction and performance measures set.

To ensure realization of the set vision, strategic direction then alignment must be engrained in the management, connecting all the key elements towards the achievement of the set vision hence success and positive results that depict increased performance. Aligned organizations enjoy greater satisfaction and produce superior results, and strive to maintain focus on key goals. In strategic leadership, strategic alignment means that followers understand that it is not only the organization's strategy and goals, but also how their work contributes to realizing the organization's vision, the strategic direction.

2.3.3 Change Management

Change management refers to any tactic to transitioning individuals, teams and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization (Tim 2007). Change as is often said, is the only thing that remains constant in organizations. In business organizations no manager at the beginning of the twenty first century would boast of being stable, constant, or maintaining the status quo. Even now stability is interpreted more as stagnation than steadiness, and organizations not in the business of major transformation and revolution are generally viewed as recalcitrant.

The upsetting uncertainty that has always accompanied major changes is now succeeded by a distress of remaining the same according to (Whetten and Cameron 2011). As Whetten and Cameron (2011) propose, all this is to say that the environment of the twenty-first century will be characterized by instability, gigantic change, rapid-five decisions and chaos. No one will have time to read and analyze a case study. E-business has changed the rules of the game. It is now possible for competitors in almost any business to emerge on the internet within 24 hours. No one can predict the competitive environment anymore. Customers are no longer geographically constrained and standards for servicing them have changed completely.

Rapid decision making, mostly without the benefit of adequate information and careful analysis, is becoming the norm.

Lawler III and Mohr man (2000) notes that, helping firms manage change is a major issue for human resource department. Lawler steered an extensive survey of human resource policies and concluded that as more employers face the need to adapt to rapid competitive change, "focusing on strategy, organizational development, and organizational change is a high payoff activity for the human resource organization. Strategic changes invariably trigger repercussions throughout the organization. Strategic, cultural, structural and technological changes no matter how logical will fail without the active support of a motivated and competent workforce. Organizational renewal therefore invariably involves bringing about changes in the employees themselves, and in their attitudes, skills and behaviors.

Dyer and Shafer (2003) state that one capability all organizations wish to develop is the capacity to manage change well and naturally, to be adaptable to the fast moving markets where they operate. Dynamic organizations compete through market place agility. Market place agility requires that employees at all levels engage in proactive, adaptive and generative behaviors bolstered by a supportive mindset. They hold that the challenge is to find ways of changing organizations in a responsive way, so that instead of seeing change management as a specific campaign to move an organization from one position to another, the objective is to create an internal dynamism whereby organizations adjust at all levels to new circumstances and conditions as required. Other famous authors have spoken about helping organizations to learn how to dance, to improvise, twist, and do whatever is necessary to deliver products or services as required indeed to change their structures and their products if necessary.

Agile organizations are "self-organizing systems" which have "the capability to be infinitely adaptable without having to change.

2.3.3.1 Change Management Process

The change management process is the sequence of steps or activities that a change management team would follow to apply change in an organization. Based on Prosci's research of the most effective and commonly applied change, most change management processes contain the following three phases:

Phase 1 - Preparing for change (Preparation, assessment and strategy development)

Phase 2 - Managing change (Detailed planning and change management implementation)

Phase 3 - Reinforcing change (Data gathering, corrective action and recognition)

These phases result in the following approach as shown in the figure below:

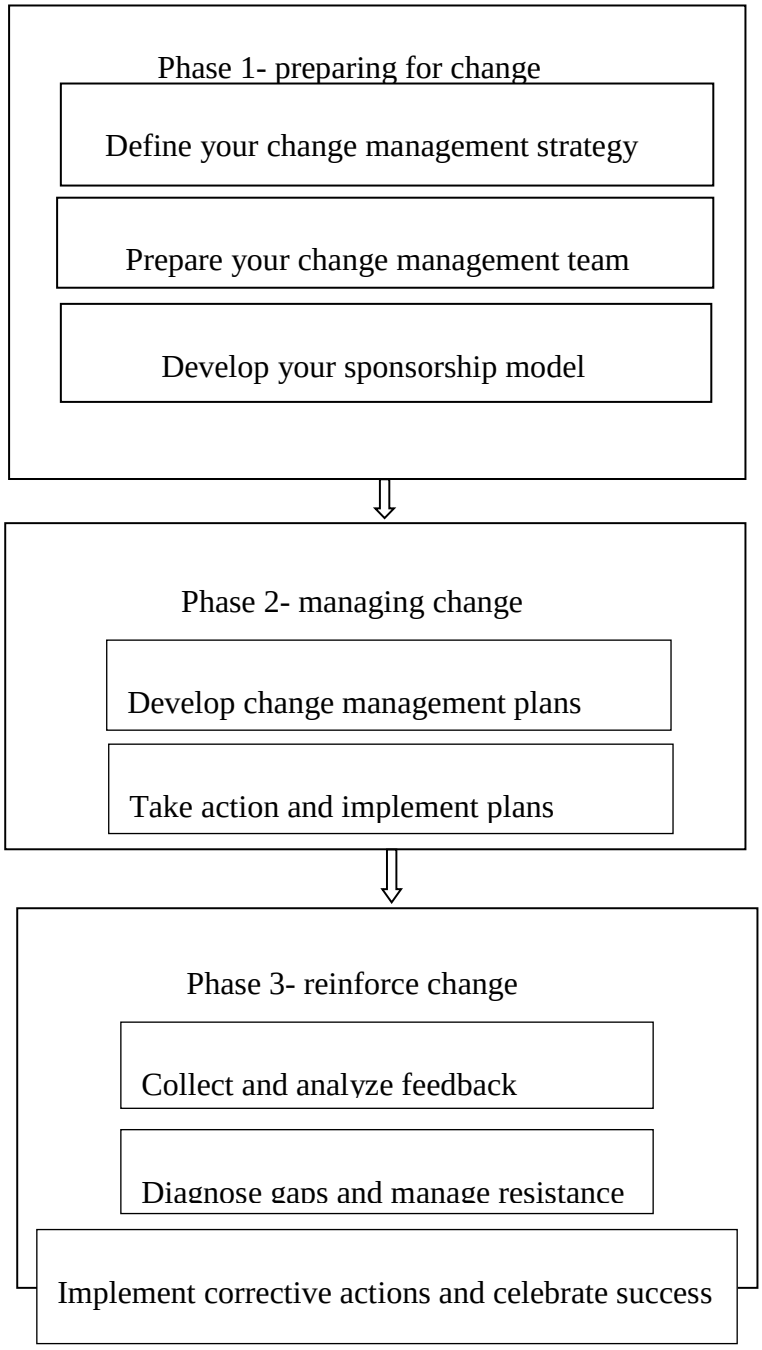


Figure 2.4 Change management process

Source (Armstrong, 2009)

2.3.4 Culture of Creativity and Innovation

The models many organizations have used in the past no longer seem adequate for effectiveness and success in the 21st century organizational environment. The situation in their sector has changed from when the environment and processes were stable or slow (Agbor 2008). Lorraine (2012) observes that in many sectors work processes are changing at a much faster pace as organizations face the challenges of rapidly changing technology, globalization, uncertainty, unpredictability and turbulence. Tichy and Ulrich (1984) agree that in the past because of monopoly to technology, market or brand, organizations could expect to be successful for a longtime despite inability or refusal to innovate.

However, due to the dynamic operational environment, many firms are failing and require creativity and continuous and sustainable innovation to remain competitive and successful. Firms must recognize and harness the creativity and leadeership that exist in the organization to manage its innovation processes (Agbor 2008). Scholars have shown how organizational structure, strategy, technology, culture and other management tools help bring effectiveness and competitive advantage to organization. Nevertheless, these scholars say little about the role of leadership in the innovative process (Agbor 2008). Leadership is predominant in driving and controlling deliberate changes in the organization's structure, culture and processes to alter them into creative, effective and productive ones. For CDF projects to perform better and be successful, CDF committee members should seek to foster creativity and innovation by embedding it in the structure, systems, culture and processes to effect performance of the projects.

Organizational leaders according to Agbor (2008) give direction, vision and momentum that impacts of the performance and success. Thus for innovation process to be initiated the organization must have the right leaders and leadership structure in place. Agbor (2008) adds that the leaders must themselves be enthusiasistic and interested in innovation, if not they can stiffle it. The top leaders in the organization usually have the power and authority to develop strategies that lead to innovation. Agbor (2008) proposes that for the leaders to formulate such strategies they must perceive opportunities for renewal,ne willing to exploit them and be able to respond to them. Organizations with weak leadership are less effective and prone to constant restructuring and downsizing in order to solve the problems they face. But

orgainizations that embrace strategic leadership which seeks to foster innovation and creativity work to avert major restructions, (Agbor 2008). Leaders' main responsibility in developing innovation is to foster and nurture an environment that favors and is conducive for creativity and innovation to flourish. The leader is supposed to inspire other members in the organization by causing changes in their values, behavior and skills for them to embrace innovation and creativity.

Leaders can foster this culture by encouraging their followers to participate in decision making and problem solving which calls for creative solutions and new processes geared at improving performance and success. In the CDF projects leaders can encourage participation of the community in bringing up creative alternatives in solving the problems they face, and in offering new innovative processes in decision making. This will not only impact on the performance of the projects and the success of the leaders but also on the constituency. In essence, organizational leadership is the significant feature of the instituional creativity and innovation dynamics. No organization can transform or renew itself unless the leaders put the process in motion and sustain it (Agbor 2008). Therefore, this study sought to determine the influence of such leadership in nurturing creativity and innovation on the performance of the CDF sponsored projects.

2.4 Gaps to be Filled

Derrick and Kaplan (2010) in a study on framework for strategic innovation: blending strategy and creative exploration to discover future business opportunities, describe a holistic, multidisciplinary framework that enables organizations to take a strategic approach to innovation. The paper describes three types of innovation capabilities; cultural, process and structural. The findings of the study reported that strategic innovation is not an end-state, rather it is a journey of open-minded exploration, experimentation, thinking, decision making, action, results and learning with the cycle then repeating. These findings inform this study since in establishing the effect of culture of creativity and innovation on the performance of CDF sponsored projects focus will be on the structure, culture and processes of CDF leadership.

Jouirou & Kalika (2006) engaged in an empirical study on strategic alignment: a performance tool; an empirical study of SMEs. The purpose of the research was to investigate whether alignment of IT with the strategy and organizational structure of an SME could have a decisive influence on its performance. A model was constructed and tested empirically using data from 381 SMEs operating in different sectors. A multivariate perspective, modeled with structural equations, was used to test the alignment between strategy, structure and IT. The alignment was considered as a set of theoretically related variables. The results indicated that the alignment of IT with corporate strategy and organizational structure could generate the best performance levels for an SME. The results of this study indicate the significance of aligning the key factors of an organization such as processes, objectives, systems, IT, structures and strategies. For an effective alignment to occur leadership plays a pivotal role. Thus the path taken by this study is well anchored on those findings, to determine the influence of strategic alignment on the performance of CDF sponsored projects.

Julio and Garth (2008) in a study on visionaries, managers and strategic direction pursued to test the basic model that describes the way the firm is organized and decisions are made. In the firm they focused on; hierarchy, specifics: timing and payoffs, exogenous incentive payments and hidden information. The main objectives of the study were to; demonstrate the role of visionary senior managers in ameliorating incentive problems within their organizations and highlight the role of middle managers in bridging the gap between visionary senior managers and the lower level managers who are the engine of innovation and experimentation. Their findings support the fact that having a vision that is misguided even if it is motivational, can be costly. This supports the argument raised in this study that a vision needs to be guided by clear objectives supported by strong strategies to ensure the vision is realized hence the organization achieving strategic direction.

These past studies focused on the aspects of strategic leadership, and their influence to performance of specific phenomenon thus there exists a critical gap on the influence of strategic leadership on the performance of collective projects. It is against this backdrop that this study will investigate the effect of strategic leadership on the performance of the CDF sponsored projects in Kitui County, Kenya.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter gives the research methodology detailing research design, population, sample size, sampling technique, types of data, data collection techniques and procedure, data analysis and presentation and ethical considerations in this study.

3.1 Study Design

A research design is an arrangement of conditions for collection and analysis of data in a way that combines their relationship with purpose of the research. The choice of a design is determined by a number of considerations such as research purpose, categories of data needed, data sources and cost factors (Chandran 2004). Descriptive research design was used for this study. This enabled the researcher to obtain different but complementary data on the same topic that is both quantitative and qualitative data. It also enabled the researcher to directly compare and contrast quantitative statistical results with qualitative findings, validate and expand quantitative results with qualitative data (Creswell and Plano 2011).

3.2 Target Population

The target population is a body of people or objects under consideration for statistical purposes, (Collis and Hussey 2009). It is that group whom we want to draw conclusions from; it is not possible to study all the members of the population that interests us. According to Kothari (2007) population is the entire group of individual events or objects having common observable characteristics which provide the required information. In this study the target population was the members of the Constituency Development Fund committees in the 8 constituencies in Kitui County, Kenya. Mugenda and Mugenda (2003), defines target population as that population which is under study by the researcher and whose findings are used to generalize to the entire population. The target population for this study was the Constituency Development Fund Committee members (CDFCs) based at the headquarters of the constituencies. It focused on the chairpersons and the committee members who were 72 in number.

Table 3.1 Target Population

Category as per the Position in the CDF Structure	Target population in all Constituencies	Percentage
Chair Persons	8	11.11
CDFCs members	64	88.89
Total	**72**	**100**

Source: (Citizen Report Card on CDF, 2012)

3.3 Sample and Sampling Technique

Sampling is a systematic process of selecting a number of individuals for a study to represent the larger group from which they were selected; a sampling method is a way of selecting a portion of the population such that the portion represents the population adequately. The basic idea of sampling is selecting some of the elements in a population so that conclusions are made about the entire population (Cooper and Schindller 2006). Since in this study the target population was the members of the CDFCs which was considered small, it was thus reasonable to include the entire target population. Therefore, the researcher conducted a census where; all the respondents in the target population were sampled (Mugenda and Mugenda 2003).

Table 3.2 Sample Size

Category as per the Position in the CDF Structure	Target population in all Constituencies	Sample size	Percentage
Chair Persons	8	8	11.11
CDFCs members	64	64	88.89
Total	**72**	**72**	**100**

Source: (Citizen Report Card on CDF, 2012)

3.4 Data Collection

Sources of data can be classified as primary and secondary data, (Cooper and Schindler 2006). Several forms of Secondary information were used in the course of developing this study, these include; books, On-line journals, articles, reports and the Constitution. Primary data is needed since it assists in solving a research, (Kothari 2007). In this study primary data was obtained by the use of a semi-structured questionnaire. The questionnaires were administered on a "drop and pick later" method to the selected respondents.

3.5 Data Collection Tools

The research instrument describes the instrument or tool in which the researcher utilizes in data and information collection from the respondents, (Kothari 2007). This study utilized a semi-structured questionnaire for data collection. The questionnaires were dropped at the eight constituency head offices and picked after the members of the Constituency Development Fund committees had filled them. The process took three months owing to the party primaries that were ongoing at the time. The questionnaire that was utilized in this study is divided into five sections and contains open ended questions and Linkert scale questions. A sample questionnaire that was used in the study can be viewed on Appendix A.

3.6 Reliability

To ensure the reliability of the questionnaires, a set of test scores was undertaken using the Statistical Package for Social Science (SPSS) tool to find the Cronbach Alpha Coefficient. The tests included split half test and internal consistency. Cronbach Alpha is used to estimate the proportion of variance that is systematic or consistent in a set of test scores, Brown (2007). If the Cronbach Alpha Coefficient for the questionnaires turned out to be 0.7 and the interpretation was the test was 70% reliable and the questionnaire was adopted.

3.7 Validity

The questionnaires were evaluated for content validity, clarity and suitability. The researcher's supervisors assisted in assessing whether the concept the instruments were measuring were accurately represented. The researcher ensured that the questions covered the

breadth of the content area and was rendered in a format appropriate for those using the instruments.

3.8 Data Analysis and Presentation

Data analysis is the process of editing and coding of qualitative and quantitative data (Kothari 2007). Editing is the process by which the questions are scrutinized with the intention of eliminating errors and omission (Mugenda and Mugenda 2003). Coding is an important process because it facilitates effective analysis through which several responses can be reduced to small number of classes (Brown 2007). Qualitative data was analyzed by arranging responses according to the research questions and objectives. Descriptive statistics including percentages and frequency counts were used to analyze qualitative data obtained from the respondents. The data was then presented in aid of tables, graphs and pie charts. The Statistical Package for Social Science (SPSS) was the tool used for statistical analysis. Martin and Acuna (2002) point out that SPSS is capable of handling large volumes of data and given its wide spectrum of statistical procedures purposefully designed for Social Science. The results of data analysis were then represented in frequency tables, graphs and pie charts and thereafter conclusions and recommendations drawn.

3.9 Ethical Considerations

Nicholas (2006) defines ethics as the rules of conduct in research. According to Kombo and Tromp (2006), ethics must be put into considerations when carrying out research. The researcher was careful to ensure authorization to carry out this study was obtained from the leadership of the Constituencies to avoid areas of conflict. Confidentiality was maintained on the responses gathered in addition; integrity was upheld throughout the research process. Storing and transmitting data is another area that requires ethical considerations (Kothari 2007). Data collected in many cases is sensitive and contains confidential details about people and organizations hence the storage of such important information should be stored in safe devices and accessible to limited users.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS AND PRESENTATIONS

4.0 Introduction

The concept of Constituency Development Funds (CDF) sponsored projects in Kenya is generally known, nonetheless, little information is available concerning how the strategic leadership would affect the interventions' outputs in different Counties across the Country. This study as such sought to evaluate the influence of Strategic Leadership on CDF sponsored projects, in Kitui County, Kenya. The scope of the study was the eight constituencies in Kitui County; that is Kitui Central, Kitui West, Kitui East, Kitui South, Kitui Rural, Mwingi North, Mwingi Central, and Mwingi West.

4.1 Response Rate

Questionnaires were distributed to all the 72 members of the CDF committee and a total of sixty (60) questionnaires were returned, i.e. 83% response rate. However, further scrutiny and data cleaning ascertained that 47 out of the 60 questionnaires returned met the threshold for analysis and interpretation. Through reliability test, it was established that the rate is tolerable as reflected in the table under reliability analysis.

Table 4.1: Response Rate

Response	Frequency	Percentage
Returned Questionnaires	60	83%
Unreturned Questionnaires	12	17%
TOTAL	**72**	**100**

4.2 Demographic Data

The survey assessed respondents profile in terms of their level of education and the number of years that they had worked in their organizations. The study used frequency analysis as a first descriptive analysis technique. Findings from the analysis that was performed with SPSS version 20.0, are presented below.

4.2.1 Education Qualification

From the analysis, it can be deduced poor performance in CDF management in the various sub-counties cannot be pegged on illiteracy or poor education qualification. The table shows the distribution of the level of education and their corresponding percentage coverage of the studied population. The respondents' frequencies are relatively symmetrical around the average of 47 CDF committee members across Kitui County. In total, 83% of the CDF committee members have qualifications from diploma and above with those with diploma qualification forming 46.8% (n=22) of the studied population. At the same time, only 17% (n = 8) has qualifications below diploma. The table hereafter gives the details of the distribution.

Table 4.2: Education Qualification

Education Qualification	Frequency	Percentage
Masters	6	12.8
Degree	11	23.4
Diploma	22	46.8
Certificate	8	17.0
Total	**47**	**100.0**

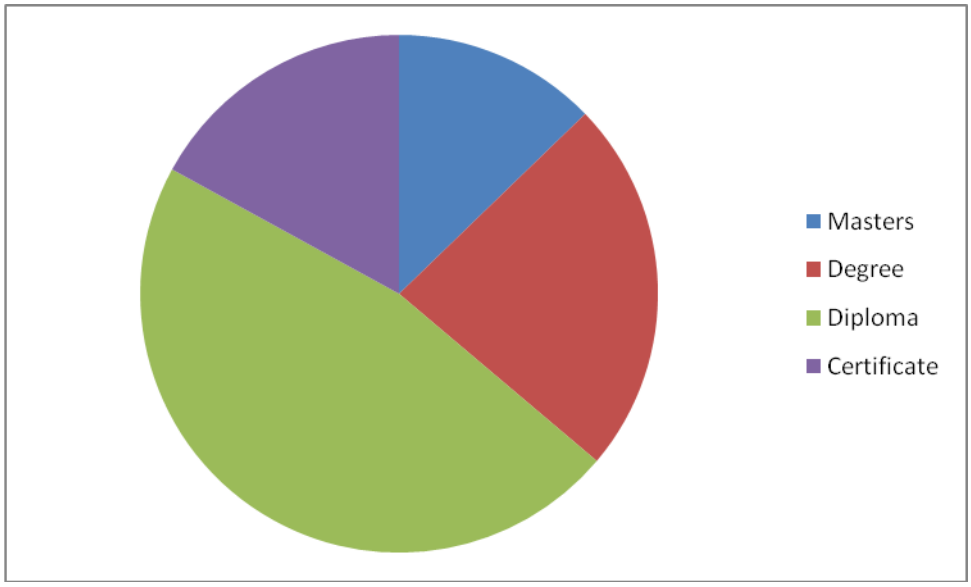


Figure 4.1: Level of Education Qualification of the Respondents

4.2.2 Experience in the Organization under Study

The analysis revealed that most of the respondents {48.9% (n = 23)} as at the time of study, had worked in their respective organization for less than 3 years. On the other hand, only 12.8% (n = 6) had been in the institution for more than six years. This trend could be linked to the national election circles in Kenya which lasts 5 years; implying new leadership following elections brings new individuals on board. The table below outlines the distributions in terms of experience.

Table 4.3: Experience in the Organization under Study

Work Duration	Frequency	Percent
1-3 years	23	48.9
3-6 years	18	38.3
more than 6 years	6	12.8
Total	47	100.0

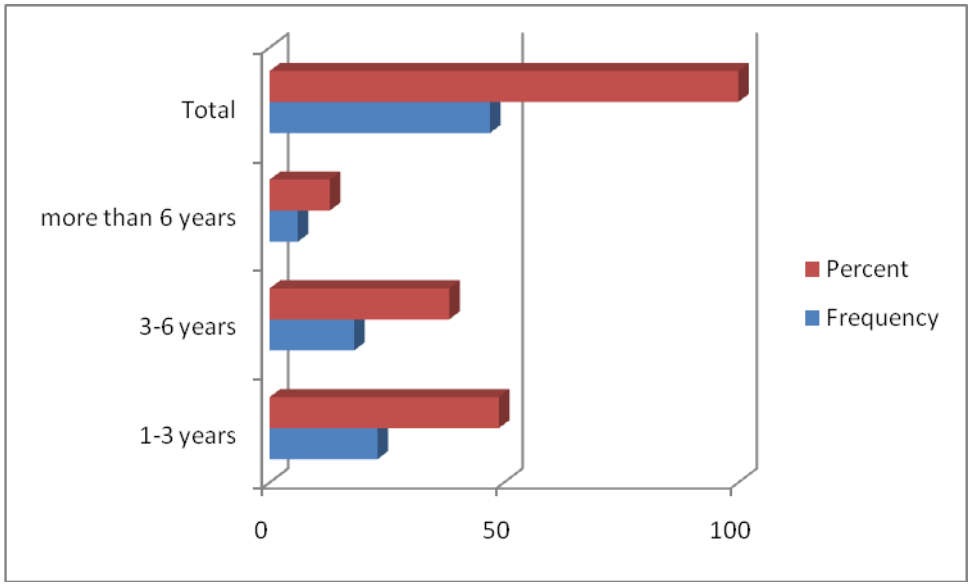


Figure 4.2: Level of Experience in the CDF Committees

4.3 Descriptive Statistics

4.3.1 Change Management

This study pursued to determine the influence that change management has on the performance of CDF sponsored projects. Respondents were required to rate various aspects measuring management which was done on a five point Likert scale, where (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5= Strongly Agree). From the table below, it is clear that change management has an effect on the systems, structures and processes having recorded a mean of 4.1 with the least standard deviation of 0.8. The analysis further indicated that the respondents were in agreement that the organizations have the capacity to sustain changes on structures, processes and systems. It was also evident that cumulatively, all the aspects of change management had a mean value of 3.9 and above which implied that the respondents were in agreement in the impacts various changes in management had brought to CDF sponsored projects. The summary of the determinants was as per the table below:

Table 4.4 Change Management

Aspects of Change	N	Mean	Std. Deviation
There has been change in our organization in the past 3 years	47	3.9149	1.17639
The change has affected me as a leader	44	3.9545	1.96339
The change had an effect on systems, structures & processes	47	4.1064	1.78668
There is capacity to sustain change on structures, systems & Processes	45	4.0222	1.98832

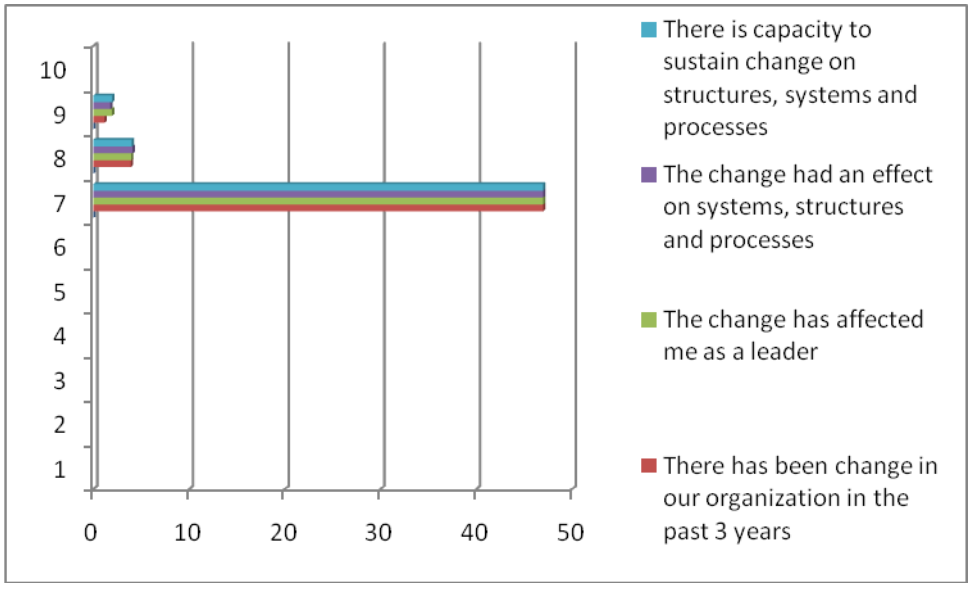


Figure 4.3: Aspects of Change Management

4.3.1.1 Influence of Change Management on Performance of CDF sponsored projects

The findings revealed that changes on the systems, processes and structures have a high effect on the leadership style. The respondents, however, felt that changes on the systems, processes and structures, moderately affect the performance of CDF sponsored projects. Tricia and Amy (2014), wrote that enabling organizational change through strategic initiatives significantly impacts an organization's drive toward success. They observed that change is unavoidable; organizations need to resolve how to successfully adapt and sustain change. Majority of the respondents (72.3%) in this study felt that change could be sustained in the long term. The findings that ignorance contributes much to this factor; some would

resist change due to the fact that they do not have the information on the content of the proposed change especially when there are no incentives/motivations attached to the proposed change. This is supported by in-depth findings by 2014 PMI study of experienced project management practitioners from around the globe which showed that the primary reason why organizations are failing and losing money are insufficient communication at 59% and lack of leadership at 56%. The report concludes that failed projects can result in huge financial losses for an organization. When an organization embarks on change its likely systems, processes and structures will be impacted.

The respondents gave varied reasons as to why the members would be reluctant to accept the proposed changes. First, there is a general feeling that such changes tend to take too long before they are actualized and as such evaluating their impacts becomes impractical. The respondents argued that more often than not such changes rarely have the intended impact on the overall performance and in some cases may reduce the performance altogether. This is worsened in situations where the propositions go contrary to the CDF Act and or the National Constitution.

In addition, some committee members indicated that leaders may view ideas fronted by some as inferior thus not treating them with equal measure. As such members get demoralized and would work to resist the change proposed by the same management. They added that however, in some cases change may be resisted due to fear of the unknown. Finally, it was noted that ignorance contributes much to this factor; some would resist change due to the fact that they do not have the information on the content of the proposed change especially when there are no incentives/motivations attached to the proposed change.

4.3.2 Strategic Direction

Development of vision and mission is deemed crucial in recognizing the strategic direction of the organization. The respondents were asked to rate attributes of organization's strategic direction with regard to their importance. The task was accomplished by the use of a 4 point Likert scale calibrated as: 1 = Very important; 2 = Important; 3 = Moderately Important and 4 = Not Important. Respondents agreed that a leader should have a vision this was evident by an overall mean value of 1.00 which implied that a leader's vision is very important. The standard deviation value recorded was zero an indication that there was no variation and that all the respondents were in agreement.

From the findings and as reflected in the subsequent table, attributes ranking was based on their means with the leaders' vision topping the list followed by strategies in vision realization. Projects reflecting the vision of a leader came third in the order of importance with vision being least important in the performance of CDF sponsored projects as per the respondents ranking.

Table 4.5: Strategic Direction

Strategic Direction	N	Mean	Std. Deviation	Rank
A leader should have a vision	47	3.9149	1.17639	1
Projects should reflect the vision of a leader	44	3.9545	1.96339	3
Vision is key to performance of CDF sponsored Projects	47	4.1064	1.78668	4
Strategies are key in vision realization	45	4.0222	1.98832	2

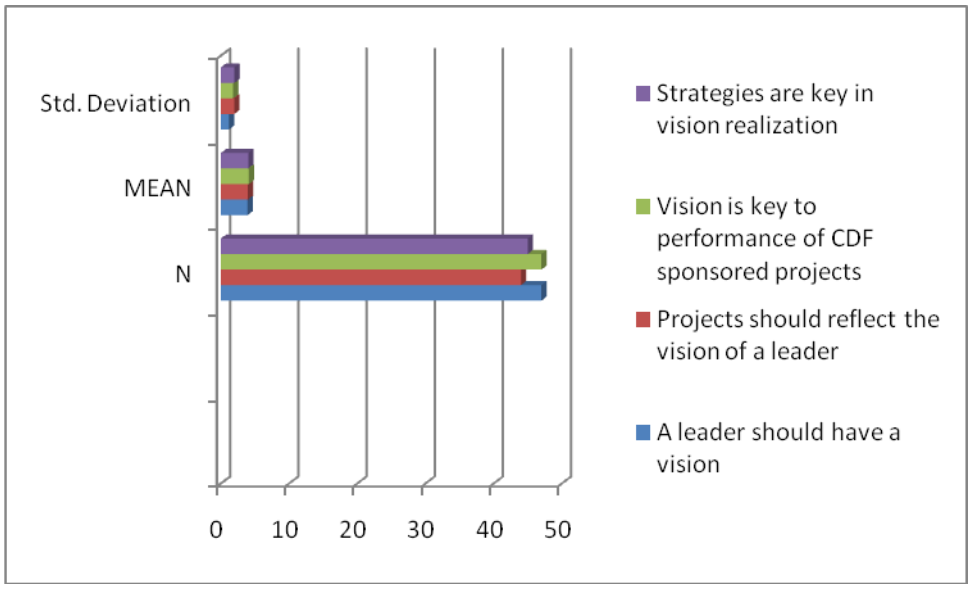


Figure 4.4: Influence of Aspects of Strategic Direction on performance of CDF sponsored projects

4.3.2.1 Relationship between Strategic Direction and Performance of CDF sponsored Projects

Majority of the respondents, 63.8% (n=30) strongly agreed that successful completion of the CDF sponsored projects had brought about the achievement of the set vision. A relatively good number 44.7% (n=21) agreed that CDF sponsored projects should reflect the strategic direction of the constituency and the vision of the leader.

The findings by Julio and Garth (2008) support the fact that having a vision that is misguided even if it is motivational, can be costly. This supports the argument raised in this study that a vision needs to be steered by clear objectives backed by strong strategies to ensure the vision is realized hence the organization achieving strategic direction. The findings above are in contrast to the full range leadership theory (FRLT) as postulated under transformational leadership which encompasses and addresses leadership shortfalls such lack of visionary approach and strategic direction of leadership. Further, the study findings show that the respondents (44.7%) feel that the current CDF sponsored projects do not reflect the vision of the leaders and that the laid out strategies and objectives are not linked with the projects from identification, implementation, monitoring and maintaining the projects. The respondents pointed out that the initiated projects did reflect the needs and expectations of the locals.

According to Patrick (2001) agency conflicts arise from four key areas; moral hazard, earnings retention, risk aversion and time-horizon. CDF has faced moral hazards where projects have been initiated not based on an existing problem or need identified by the locals but because the project favors interests of the leaders in the CDFCs. The implication here is that the vision of the leader is of utmost importance for the success of any project and that the agency problem which is expounded under the agency theory by Jensen and Meckling (1976) exists to stifle the realization of the expectations of the locals by their leaders who manage the CDF projects. Further Lorraine (2012) observes that the proponents of Upper Echelon theory had to bow to leadership skeptics as they recognize that the top managers' strategic choices which define strategic direction of their organizations matter significantly to organizational outcomes.

Respondents felt that strategic direction should be aligned towards the constituents' needs and expectations. They also expect that the standards should be raised so as to aid in giving better results. They suggest that the local projects should be harmonized with the laid down visions and plans for efficiency in deliberation. The respondents equally pointed to the need for empowerment especially in the line of project management to enhance their services provision to the satisfaction of the constituents. Finally, they underscored that CDF strategic direction should always be coherent with the stipulated Acts.

4.3.3 Culture of Creativity and Innovation

Another objective of this study was to identify the influence of culture of creativity and innovation on the performance of CDF sponsored projects. Creativity & innovation goes a long way in accomplishing a sure path of success as well as increasing productivity in a cost effective manner. A five point Linkert scale was adopted; 1 = Strongly Disagree, 2 = Disagree; 3 = Neither Agree nor Disagree; 4 = Agree and 5 = Strongly Agree. The findings revealed that the respondents were not sure whether identification of CDF projects reflected any aspects of creativity or innovation. From the table below, a mean value of 3.4 was recorded which represents neither Agree nor Disagree classification.

The respondents shared the view that CDF projects performance is likely to be enhanced through innovation & creativity. The analysis gave a mean value of 3.9 which implies that respondents slightly agreed that systems, processes and structures are reflecting some sense of creativity and innovation. The same view was held on the efforts to instill the culture of creativity and innovation in the constituency with mean values of 3.9 and above.

The details are as reflected in the table below:

Table 4.6: Culture of Creativity and Innovation

Culture of Creativity and Innovation	N	Mean	Std. Deviation
Identification of CDF sponsored projects shows innovation and creativity	47	3.4043	1.19163
Performance of CDF sponsored projects after innovation and creativity has improved	47	3.9545	1.96339
Our systems, processes and structures reflect creativity and innovation	47	3.9149	1.15777
There are efforts to instill the culture of creativity and innovation in the constituency	47	3.9362	1.91851

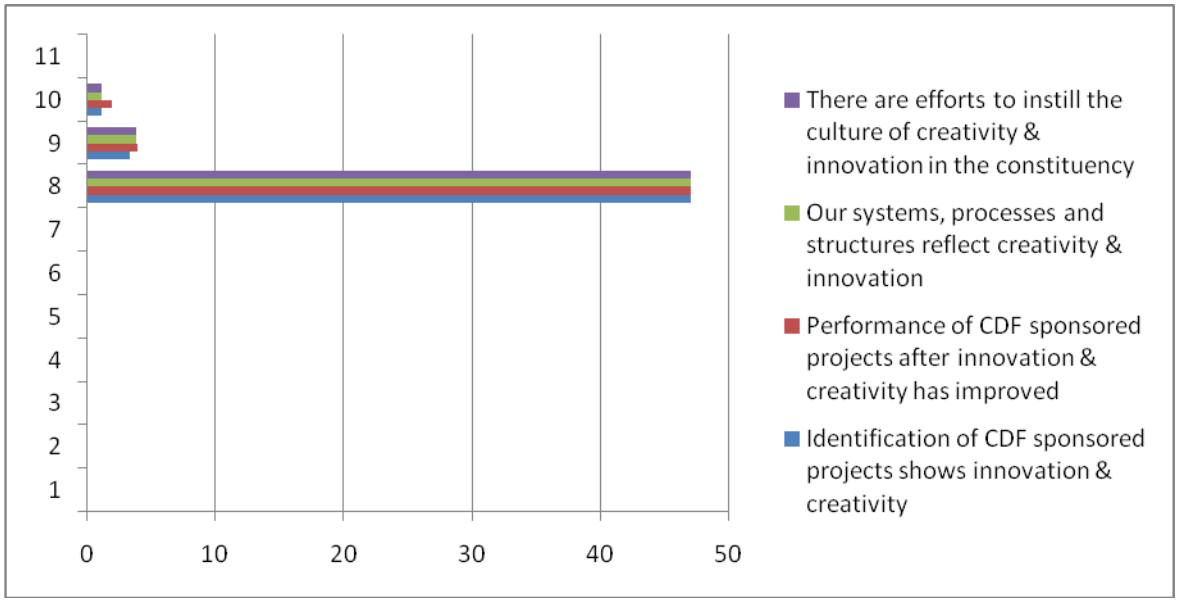


Figure 4.5: Influence of Culture of Creativity and Innovation on performance of CDF sponsored Projects

The study equally sought to understand ways in which innovation and creativity could be integrated in leadership management of CDF projects. Different schools of thought were shared and they included; Stakeholders Involvement in the management or leadership, taking time to clarify your motivating values and compelling purpose, individual and purpose. Inclusivity for instance incorporating youths in decision making before initiating projects, through utilizing the best internationally known models of creativity, taking project management committee for exposure tours to learn from other similar projects and taking the management through training and short courses.

Agbor (2008) contends that while culture, strategy, technology and other management tools are important in generating effectiveness in the 21st century, creativity and innovation are what drive organizational success in many sectors. However, for creativity to take place, leaders must aggressively sanction strategies that embolden it. This implies that leaders of CDF committees should encourage generation of new creative ideas on how to improve the existing processes, systems and structures to enhance performance of CDF sponsored projects. The processes of identifying, implementing, monitoring and maintaining projects can be improved through new creative ideas from the public and CDF committee members. The analysis gave a mean value of 3.9 which implies that respondents slightly agreed that systems, processes and structures are reflecting some sense of creativity and innovation. The

same view was held on the efforts to instill the culture of creativity and innovation in the constituency with mean values of 3.9.

The respondents equally indicated that there is need to provide exposition platforms for staff to showcase and exercise their talents. At the same time, organizations should put in place a guiding framework and policy on innovation with clear intellectual property rights protection. Finally, Taking the mantle and leading the innovation process as the head of any institution and thereby nurturing the cultures of innovation among.

4.3.4 Strategic Alignment

Strategic alignment was measured on a five point Likert Scale where 1 was Strongly Disagree, 2 was Disagree, 3 was Undecided, 4 was Agree and 5 was Strongly Agree. The findings revealed that the respondents agreed that there existed well defined and clear communication channels in the constituency as well as strategies of leadership being aligned having mean values of 4.0 and above. On overall, the attributes measured in determining efforts of strategic alignment in the organization were in place. This is evidenced by the fact of these attributes recording mean values of 3.9 which rounds up to a mean value of 4 which indicated agreement of the respondents with the statements. The details are captured in the table below;

Table 4.7 Strategic Alignment

Strategic Alignment	N	Mean	Std. Deviation
There are efforts to ensure we realize strategic alignment in Our constituency	47	3.9787	1.92052
Our vision and the strategies of our leadership are aligned	47	4.0851	1.88046
Our CDF sponsored projects are aligned with our vision	47	3.9149	1.01788
There are well defined &clear communication channels	47	3.9574	1.19705
There is clear communication on the alignment of vision Strategies and the CDF sponsored projects	47	3.9574	1.19705

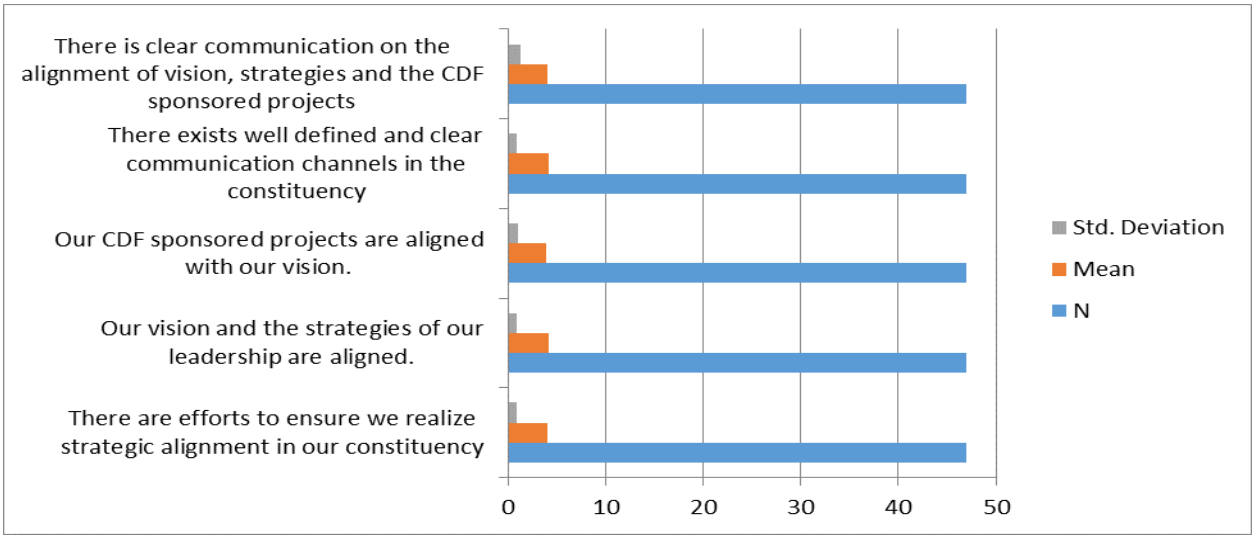


Figure 4.6: Aspects of strategic alignment

The study sought to establish the understanding of the respondents' conceptualization of strategic alignment. Despite the fact that varied views were provided, the outstanding aspects included; process of linking an organization's structure and resources with its strategy and business environment with an aim of enhancing overall performance, The efforts to seek for relevant and necessary adjustment at the present with a foreseeable change in the future to avoid being caught unaware and it entails planning and coordination of organs and structures of an organization in terms of strategies with an aim of realizing set objectives and goals. Nonetheless, when the respondents were asked about the efforts in place from the leadership to ensure and sustain strategic alignment in CDF sponsored projects the responses underscored that they did not understand the variable in the context of the study.

Ricardo. S, Ram. and Mario. F (2010) in a paper on understanding the impact of strategic alignment on the operational performance of post implemented technological innovations, sought to examine the role of three strategies; organizational, business and information system in post implementation of technological innovation. The results of this study specify that innovation aids in achieving and improving operational performance and strategic alignment was key in meeting and improving operational performance. Further studies by Jouirou & Kalika (2006) on strategic alignment as a performance tool for SMEs indicated that the alignment of IT with corporate strategy and organizational structure could generate the best performance levels for an SME. The results of this study indicate the significance of

aligning the key factors of an organization such as processes, objectives, systems, IT, structures and strategies. However, the findings of this study showed that the respondents did not appreciate the inter-linkages between strategic alignment and the performance of CDF projects.

The study sought to understand the efforts in place at the constituencies to support strategic alignment. The respondents underscored different interventions and strategies geared towards the same including; adherence to the laid down procedures and the Kenyan CDF Act as well as the procurement and disposal of assets Act, proper coordination of departments through inclusivity in decision making, encouraging transparency and accountability; for instance, by making public essential documents essential for cross checking achievements, enhancing effective Monitoring and Evaluation of the ongoing projects especially those are funded by CDF. By complying with all the set goals which govern the institution and avoiding being involved in corruption deals and capacity building and empowerment to enhance the staff ability to handle the tasks and duties assigned to them effectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings of the study, conclusions and recommendations on areas for possible future research studies.

5.1 Summary

The performance of CDF sponsored projects in Kitui County has a strong relationship with variables of Strategic Leadership, i.e. Strategic Direction, Strategic Alignment, Change Management as well as Culture of Creativity and Innovation. It is clear that any change on the above whether positive or negative will impact on the overall performance of the CDF sponsored projects.

5.1.1 Change Management

The findings of the study show that the respondents (72.3%) did acknowledge that changes effected on structures, processes and systems will moderately influence the leader and the leadership style adopted. This underscores the importance of the changes to ensure strategic leadership is adopted so as to enhance the performance of CDF sponsored projects.

5.1.2 Strategic Direction

Development of an organization's vision and mission is crucial in identifying the strategic direction of the organization. The findings show that respondents (63.8%) agreed that successful completion and implementation of CDF sponsored projects brought about realization of the set vision.

5.1.3 Culture of Creativity and Innovation

The analysis findings revealed that respondents were not sure whether identification of CDF projects reflected any aspects of creativity or innovation. The respondents shared the view

that CDF sponsored projects performance is likely to be enhanced through innovation & creativity.

5.1.4 Strategic Alignment

According to the findings of the analyzed data, 60% of the respondents ranked strategic alignment as the lowest variable in terms of influence it has on the performance of CDF sponsored projects in Kitui County. The findings revealed that the respondents agreed that there existed well defined and clear communication channels in the constituency as well as strategies of leadership being aligned having mean values of 4.0 and above. On overall, the attributes measured in determining efforts of strategic alignment in the organization were in place.

5.1.5 Answers to Research Questions

5.1.5.1 What is the influence of strategic direction on the performance of CDF sponsored projects in Kitui County, Kenya?

Strategic direction which encompasses an organization's objectives, mission and vision has a lot to do with the overall completion of a project. From the findings, 40% forming the majority of the respondents felt that the vision of an organization is very important in the performance of CDF sponsored projects in Kitui County, this was closely followed by 30% who also viewed that the performance of the CDF projects reflected the vision of leaders in Kitui County. Sixty-four percent (63.8%) of the respondents agreeing that successful completion of CDF sponsored projects brings about the achievement of the set vision. Thus strategic direction influences the performance of CDF sponsored projects in Kitui County, Kenya.

5.1.5.2 How does strategic alignment influence the performance of CDF sponsored projects in Kitui County, Kenya?

Most of the respondents indicated that there existed clear and well defined communication channels through which alignment of strategies, objectives and vision-project alignment. However, the understanding of the variable by the respondents may not have been in the

context of the study. Nonetheless the responses given do indeed concur that strategic alignment does influence performance of CDF sponsored projects.

5.1.5.3 What is the significance of change management on the performance of CDF sponsored projects in Kitui County, Kenya?

From the findings of the study change management initiatives in structures, systems and processes in Kitui County are sustainable. There have been changes on the systems, structures and processes in Kitui County. According to 72.3 % of the respondents, they observed that there had been changes however minimal on the systems, processes and structures and they had an influence on performance of CDF sponsored projects. In addition, the changes were observed to have affected 65.9% of the leaders. Thus change management is significant to performance of CDF sponsored projects in Kitui County, Kenya.

5.1.5.4 What is the implication of culture of creativity and innovation on the performance of CDF sponsored projects in Kitui County, Kenya?

It was clear that identification of CDF sponsored projects does not necessary imply creativity. However, 74.5% (38.3% strongly agreed, 36.2% Agreed) agreed that performance of CDF sponsored projects had improved after innovation and creativity in Kitui County. The findings show that 74.5% of the respondents' state that systems, processes and structures in Kitui County reflected creativity and that there were more efforts to instill the culture of creativity and innovation. Thus culture of creativity and innovation has an implication on the performance of CDF sponsored projects in Kitui County, Kenya.

5.2 Conclusion

From the findings in the study, it is clear that leadership of Constituency Development Fund (CDF) needs deliberate yet targeted improvement so as to realize improvement in the performance of CDF sponsored projects and for the fund to realize its objectives and bring about the intended impact. Recommendations on how to initiate such improvements on each aspect of strategic leadership focused on in this study are discussed here under.

5.2.1 Strategic Direction

It is significant to match the community's needs and interests with the interests of the leader in planning and implementation of CDF projects which will greatly influence the performance of the projects, using the transformational leadership theory this can be realized. However, any vision, which is not based on strong material funds, remains a mere fantasy. Thus as a strategic direction is developed it should be guided by the capacity of the leadership of the CDF fund and the resources available. The leadership of the CDF committees should therefore strengthen and improve the present strategies and objectives and ensure identification and implementation of CDF sponsored projects is guided by them.

5.2.2 Culture of Creativity and Innovation

The planning of the projects should be long-term and should incorporate innovation and generation of new ideas. In order to realize the best out of any employee, the culture of creativity and innovation should be nurtured rather than intimidate and ignore those who come up with new ideas and concepts. This can only be realized if the leader creates an enabling environment and gives assurance of protection for intellectual property and not punishing the members of CDF committees for mistakes made while on trial. In the CDF projects leaders can encourage participation of the community in bringing up creative alternatives in solving the problems they face, and in offering new innovative processes in decision making. This will not only impact on the performance of the projects and the success of the leaders but also on the constituency.

5.2.3 Strategic Alignment

Public resources should be well maximized and expended on projects that are diverse but which move the county and the country towards the common goals, thus there is need to align CDF development objectives with the County's and Country's development objectives. Leaders need to foster alignment for goal congruence, realization of the set vision and increased efficiency and effectiveness in performance. At the constituency level, for the projects sponsored by the CDF to do well alignment should be nurtured by ensuring the set vision, established strategies, key processes all work in concert to improve performance. Engagements therefore should be initiated to guide on establishing development congruence

and to ensure CDF sponsored projects however small feed into the broader vision of the Country, in this case Vision 2030. There is need for intention to align the vision of the leadership, objectives and policies with the implemented and identified projects and the needs of the people so as to enhance performance and sustainability of the CDF sponsored projects.

5.2.4 Change Management

As evident from the findings there is capacity in the County to sustain changes on structures, processes and systems. Thus for CDF sponsored projects performance to increase in Kitui County there needs to be a sustained change in the existing processes and systems. The process of identifying projects needs to involve the locals from the start so as to capture their needs, support and ideas. Changes on systems should capture changes in how implementation of projects is monitored, how maintenance of projects is coordinated to ensure sustainability and to ensure return on investment is factored in identifying and initiating projects. The leadership style of the chairpersons of CDF committees needs to change to strategic leadership to accommodate and champion these changes to warrant their success.

5.3 Gaps for Further Study

The findings of this study should however be subjected to further intensive research with the aim of establishing the general understanding of the key concepts which were used as the variables of the study. This is based on the assumption that the respondents might not have understanding of the essential concepts which formed the basis of this study. Future studies can focus on the influence specific aspects with reference to the specific traits and characters of strategic leaders on performance of CDF sponsored projects in the County or most of the Counties for better understanding of if strategic leadership is a phenomenon understood by those leading the Constituency Development Fund.

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APPENDIX A: SURVEY QUESTIONNAIRE.

My name is Kelvin Vundi, Masters of Business Administration-Strategic Management and Leadership at St Paul's University Nairobi. As part of my course requirement I am conducting a research on: **Influence of Strategic Leadership on CDF sponsored projects in Kitui County, Kenya**. Your participation is purely CHARITABLE and ANONYMOUS and will be highly appreciated. The information given will be purely used for academic purpose only and will remain confidential. Giving the relevant and complete information will be appreciated.

Section A: Background information

Please tick what is most applicable to you.

1. Highest level of education attained.

Masters ☐ Bachelor's Degree ☐ Diploma ☐ Certificate ☐

Any other please specify

……

……

……

2. For how long have you worked in the organization?

1-3 years ☐ 3-6 years ☐ More than 6 years ☐

Section B: Change Management

The following questions are meant to identify the relationship change management has with the performance of CDF sponsored projects. Please enter the appropriate letter(s) for each statement by using the following scales. Strongly Disagree (SD), Disagree (D), Neither Disagree nor Agree (N), Agree (A), Strongly Agree (SA).

	Question	SD	D	N	A	SA
3.	There has been change in our organization in the past 3 years.					
4.	The change has affected me as a leader					
5.	The change had an effect on the systems, structures and processes.					
6.	There is capacity in our organization to sustain changes on structures, processes and systems.					

The following questions are meant to identify the value change management has on the performance of CDF sponsored projects. Please enter the appropriate number for each statement by using the following scales. High (1), Moderate (2), Low (3), None (4)

		1	2	3	4
7.	Changes on systems, processes and structure have an effect on the performance of CDF sponsored projects.				
8.	Changes on systems, processes and structure effect on leadership style.				

9. What would be the main reason why you would resist change that your organization intends to adapt in its systems, structures and processes?

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Section C: Strategic direction

The following questions are meant to identify the Importance that Strategic Direction has on the performance of CDF sponsored projects. Please enter the appropriate number for each statement by using the following scales. Very Important (1), Important (2), Moderately Important (3), Not Important (4)

	Question	1	2	3	4
10.	A leader should have a vision				
11.	Projects should reflect the vision of a leader				
12.	A vision is key to the performance of CDF sponsored projects.				
13.	Strategies are key in Vision realization.				

The following questions are meant to identify the relationship that Strategic Direction has on the performance of CDF sponsored projects. Please enter the appropriate number for each statement by using the following scales. Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D)

		SA	A	U	D
14.	CDF sponsored projects should reflect the strategic direction of the Constituency and the vision of the leader.				
15.	Successful completion of the CDF sponsored projects results to achievement of the set vision.				

16. What comments would you make on the strategic direction of the Constituency?.....
.....
.....

Section D: Culture Creativity and Innovation

17. What is your understanding of Creativity and Innovation?.....
.....
.....
.....

The following questions are meant to identify the quality that creativity and innovation bring to the performance of CDF sponsored projects. Please enter the appropriate number for each statement by using the following scales. Strongly Disagree (1), Disagree (2), Neither Disagree nor Agree (3), Agree (4), Strongly Agree (5).

	Question	1	2	3	4	5
18	Creativity and innovation is demonstrated in all duties and responsibilities					
19.	Identification of CDF sponsored projects shows innovation and creativity					
20.	Performance of CDF sponsored projects after innovation and creativity has improved after innovation and creativity.					
21.	Our systems, processes and structures reflect creativity and innovation.					
22.	There are efforts to instill the culture of creativity and innovation in the constituency.					

23. In what ways would you suggest creativity and innovation can be included in leadership and management of CDF sponsored
projects?.....
.....
.....

Section E: Strategic Alignment

24.What is your understanding of Strategic Alignment?.....
.....

25. What efforts have you made as a leader to ensure there exists strategic alignment in the leadership of the CDF sponsored projects?
.....……
……
……
….

The following questions are meant to identify the quality that creativity and innovation brings to the performance of CDF sponsored projects. Please enter the appropriate number for each statement by using the following scales. Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) Strongly Disagree (SD)

	Question	SA	A	U	D	SD
26.	There are efforts to ensure we realize strategic alignment in our constituency.					
27.	Our vision and the strategies of our leadership are aligned.					
28.	Our CDF sponsored projects are aligned with our vision.					
29.	There exists well defined and clear communication channels in the constituency.					
30.	There is clear communication on the alignment of vision, strategies and the CDF sponsored projects.					