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STRATEGY IMPLEMENTATION AND PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN MASINGA CONSTITUENCY, MACHAKOS COUNTY

BY

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DECLARATION

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DEDICATION

I dedicate this project to my beloved husband, Eng. Vincent Mutie, our lovely daughters – Naomi and Abigail, and beloved son, Mutie Jnr, for their love, unwavering support, and for being my anchor all the time during my study.

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ABBREVIATIONS AND ACRONYMS

CDF	Constituency Development Fund
CDFs	Constituencies Development Funds
CDFC	Constituency Development Fund Committee
CEO	Chief Executive Officer
DACF	District Assemblies Common Fund
KBV	Knowledge-Based View Theory
KNBS	Kenya National Bureau of Statistics
MNCs	Multi-National Corporations
MPs	Members of Parliament
MPLADS	Member of Parliament Local Area Development Scheme
NACOSTI	National Commission for Science, Technology, and Innovation
NG-CDF	National Government Constituencies Development Fund
NGOs	Non-Governmental Organizations
PDAF	Priority Development Assistance Fund
RBV	Resource-Based View Theory
SMEs	Small-and-medium enterprises

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OPERATIONAL DEFINATION OF TERMS

Communication: It is the act of packaging, sharing, and receiving information through the formulated CDF communication platforms to various individuals or teams working together in the projects.

Leadership Obligations: It entails senior management and key personnel in the institution having certain aspects and supporting the strategy implementation and driving projects to reach set objectives leading to increased performance as well as positive impacts.

Monitoring: It is the progressive tracking and observing of project activities and evaluating indicators tracked, which is a crucial factor for any fruitful intervention, project, program, or public policy.

Performance: It is the process or action of doing or carrying out a function, action, or task, and ensuring projects meet the desired needs of constituents.

Resource Allocation: Is strategically selecting and assigning available resources to projects to support strategy implementation and high performance of the same projects. It is important in strategy implementation since the allocation is done according to priorities so that the projects and interventions bring impact to the targeted populations.

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ABSTRACT

Strategy implementation is an important process in strategic management actions and decisions that end up in the preparation and execution of the plans considered to accomplish the objectives of an institution and compromises of key tasks which entail formulation, implementation, and control. The ideal situation is for the CDF projects to attain value for money while enhancing development and bringing significant impact in the lives of the targeted populations at the grassroots. However, the implementation of development initiatives has faced unprecedented challenges where CDF projects have been poorly implemented with poor works and incomplete projects recorded against the funds utilized. Additionally, existing studies present contextual, conceptual and methodological gaps which this study sought to address by assessing the effect of strategy implementation on performance of the constituency development funds' (CDFs) projects in Masinga Constituency, Machakos County. The specific objectives were: to establish the influence of communication on performance of CDF projects in Masinga Constituency; to investigate the influence of leadership obligations on the performance of CDF projects in Masinga Constituency; to establish influence of monitoring on the performance of CDF in Masinga Constituency; to assess the influence of resource allocation on the performance of CDF projects in Masinga Constituency. The study was anchored on theories such as the contingency theory, resource-based view theory and knowledge-based view theory. The study employed the descriptive survey design, which was cross-sectional in nature to enable the generation of precise profile of features, events, and circumstances of the study establishing the connection between the dependent and predictor variables. A sample size of 138 respondents were attained for the study. The study target population comprised the employees within the CDF management as well as residents of Masinga Constituency. The findings revealed that the independent variables; communication, leadership obligations, monitoring, and resource allocation jointly explained 82.9% of the variation in the performance of CDF projects ($R^2 = 0.829$). The regression coefficient results revealed that all four predictor variables had a positive and significant impact on project performance. Specifically, communication ($p < 0.05$), leadership obligations ($p < 0.05$), monitoring ($p < 0.05$), and resource allocation ($p < 0.05$) each contributed significantly to enhancing the performance of CDF projects. The study concludes that effective communication, strong leadership obligations, regular monitoring, and proper resource allocation are important determinants of the successful performance of CDF projects in Masinga Constituency.

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CHAPTER ONE

INTRODUCTION

The chapter provides the background of the investigation, describes the problem statement, study objectives which inform the research questions, justification of the study and the limitation that arose during the study.

1.1 Background of the Study

Strategy implementation is an important and pivotal process in strategic management actions and decisions that end up in the preparation and execution of the plans considered to accomplish the objectives of an institution and compromises of key tasks which entails formulation, implementation and control (Morris, 2023). For institutions to be efficient and successful, there is need to effectively put in place their strategies to improve their performance, especially in Constituency Development Fund (CDF) projects in strategic implementation and control of the resources. In the views of Nyagaki (2022), strategy implementation governs whether the institution will excel, survive or die depending on the perspective in which the stakeholders undertake it. Strategy implementation course entails introducing the objectives, policies and strategies into play through the implementation of projects (Grant, 2024). Arguably, the performance describes the institution's capability to apply its resources in the achievement of the set goals in an efficient and effective manner.

Research in strategy implementation and performance cycle measurement in organizations has inherently gone through different phases, which clearly shows the advances in the adoption and the need for execution of best practices (Kimani & Kamaara, 2019). Also, it demonstrates the rise in the numbers of the failed projects and interventions despite the progress in adoption of best practices in the project management. Many studies in strategy implementation and performance have further pointed that in Kenya, the results have been received with mixed reactions despite the numerous initiatives adopted in strategy implementation of projects (Wabulasa & Kihara, 2023).

Research has established a link between effective strategy implementation and organizational performance. Studies have shown that companies that excel in executing their strategies

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consistently outperform their peers in terms of financial results, market share and long-term sustainability. Gondo et al. (2023) found that firms with effective strategy implementation processes achieved 20% higher revenue growth compared to industry averages. Similarly, Chen and Li (2024) demonstrated a positive correlation between implementation effectiveness and return on assets (ROA) across various sectors. The impact of successful strategy implementation extends beyond financial metrics, influencing innovation capabilities, employee engagement, and customer satisfaction. Importantly, Kaplan and Norton's (2021) longitudinal study revealed that organizations with aligned implementation practices were 2.5 times more likely to be industry leaders over a 5-year period. However, the relationship between implementation and performance is not always straightforward. Factors such as environmental turbulence, organizational culture, and leadership quality can moderate this relationship, as highlighted by Thompson et al. (2022) in their meta-analysis of strategy implementation research.

Globally, in India the government introduced the 1993 CDF initiative named Member of Parliament Local Area Development Scheme (MPLADS) to enable Members of the Parliament (MPs) to endorse development projects in their areas of control with the objective of creating local driven assets to cater for the community needs (Mansuri & Rao, 2019). The program implemented several projects in education, construction, transport, and agriculture. On contrary, the initiative was associated with challenges oscillating from optimum participation of citizens, inadequate project evaluation and monitoring of endorsed works among other challenges. On the other hand, the Priority Development Assistance Fund (PDAF) in Philippines allows the Members of Congress and Senators to sanction funds for their domestic projects after signing of the Budget Law (Matete, Wangaruro, & Owino, 2023).

Regionally, in Zambia, the constituency development fund in 1995 was supported to decentralize resources to initiate community-based programs geared towards improving the constituents' well-being and socio-economic status (Kimani & Kamaara, 2019). The initiative accounts for 0.5% of the nationwide budget and is equally distributed amongst all the constituencies (Matete, Wangaruro, & Owino, 2023). In Zambia, it saw projects such as water and sanitation project that rehabilitated boreholes, wells, and drainage systems' construction, culverts installation on roads, and the feeder roads' rehabilitation, social amenities, agriculture, health, and education projects

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among other initiatives being implemented (Mansuri & Rao, 2019). A cross-cutting issue reveals that the fund faced challenges of transparency and accountability, unequal resource distribution as well as partial community participation (Chweya, 2019). In Ghana 1993, formation of the District Assemblies Common Fund (DACF) and subsequent operationalization to support the legislators and local governments in activities targeting the poor in their constituencies and communities (Kariuki, 2021). The national income appropriates 5% of the budget to the initiative and education-funded projects are implemented, self-help projects, as well as HIV/AIDS response projects among others. One of the other challenges faced is in the monitoring systems' opaqueness, unprocedural funds disbursement and fund utilization (Chweya, 2019).

1.1.1 Strategy Implementation

More studies on strategy implementation influence and performance indicate that both internal and external factors affect strategy implementation in an organization, and include leadership, style of management, culture, resources, structure, customs, systems, organizational politics, and (external) political climate, global competition, globalization and government policies among others (Lynch, 2021). Kimani and Kamaara (2019) and Mutuku and Misango (2020) authenticated in these studies those aspects such as lack of support from leadership, weak organizational framework, scarcity of resources, and conflict of interests of staff and that of the organization, and poor communication influence strategy implementation.

The growing importance of strategy implementation stems from several factors: the rapid pace of technological change and market disruption, which requires companies to quickly adapt and execute new strategies; increased global competition, necessitating efficient and effective implementation to gain and maintain competitive advantage; and the recognition that a significant percentage of strategies fail not due to poor planning, but due to ineffective execution (Susanto, Ali, Sawitri & Widyastuti, 2023). Furthermore, successful strategy implementation has been linked to improved financial performance, enhanced organizational capabilities, and increased stakeholder satisfaction (Rehman, Elrehail, Nair, Bhatti & Taamneh, 2023). As a result, businesses are now placing greater emphasis on developing robust implementation frameworks, fostering a culture of execution, and investing in the necessary tools and skills to bridge the gap between strategic intent and operational reality.

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Insufficient resources, lack of ownership of the strategies, and failure in communication are highlighted as pull backs to strategy implementation and hence influence performance (Kimani & Kamaara, 2019). This process involves action, planning, and reflection (monitoring), and what happens with the implementation results (high performance to achieve the goal). Empirical studies that have been undertaken so far to evaluate the impact of the strategy implementation influence on performance of CDF have not explored how the aspects such as communication, leadership commitment, resource allocation, and monitoring as a pack influence performance. Given this gap, the study sought to establish the strategy implementation influence on performance of CDF projects in the Machakos County with special reference to Masinga Constituency bringing out the above aspects in perspective.

1.1.2 Concept of Performance

The performance concept involves the process whose focus is on the very internal processes enhancing the effectiveness and efficiency of actions with a system of measurement. Performance in an institution is measured in terms of outcome and output, which can be influenced by variables like communication, leadership obligations, monitoring aspects, and resource allocation among aspects. The performance of an institution on its goals is said to be effective if it meets the set requirements, and if the beneficiaries' lives are changed by the projects implemented in the long run (Amin, Scheepers & Malik, 2023). According to Maina (2021), the implementation strategies have significant impact on the performance since it is through these strategies that the efficiency and effectiveness of an institution is pegged and impact is measured in terms of success of the set goals in the institution's projects. CDF projects likewise rely on the strategy implementation to gauge the performance such that the best practices help realize the project goals and objectives and inherently boost performance.

In the measurement of performance in CDF projects, an evaluation framework is put in place, which shows the effectiveness, relevancy, impact, efficiency, and sustainability of the projects. A lot of resources are allocated to these projects and the economic value of input should be rated if the desired results gauged to show the effectiveness and impact at community level. In this study, key performance indicators were analyzed to show how the project's cost, time, quality, impact on the environment, and the constituents satisfaction rates on the framework laid for the

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evaluation of the projects (Maina, 2021). The framework for the evaluation is key to showcase how performance and strategy implementation complement one another for better outcomes in the CDF projects. In this study therefore, performance will be measured.

1.1.3 CDF Projects in Kenya and Masinga Constituency

In Kenya CDF is not unique and was introduced through the National Government Constituency Development Fund (NGCDF) initiative with the major goal of reducing poverty and guaranteeing economic growth and development, and therefore fostering sustainable development (Mohamed & Mwasiaji, 2023). Like other developing nations, Kenya struggles with the issues of equity in resource redistribution, poverty eradication, and economic marginalization of communities in the different regions of the country (Chweya, 2019). Constituencies Development Fund (CDF) is among the decentralization programs Kenyan Government has formulated, and implemented since 2003 formed through the Act of parliament (Mohamed & Mwasiaji, 2023).

According to a 2016 report by the Auditor General, the NG-CDF's financial statements in Kenya, the NG-CDF funds' management in almost all constituencies faced significant challenges that involved, projects' mixed performance, and the supporting documents were inadequate in every aspect in their attachment to justify the payments for the reviewing purposes and for verification (Chweya, 2019). These immense flaws as reflected in the report by Auditor General indicates the red flags as well as reinforce the most constituents' complaints being raised year in year out during the periods of electioneering and tenure of the politicians in office in Kenya. The Constituency Development Fund (CDF) plays a critical role in supporting grassroots development by channeling funds directly to constituencies for the execution of community-driven projects. However, despite its significance, the management and implementation of CDF projects in Kenya have faced persistent performance challenges.

The Auditor General's 2016 report highlighted that most constituencies experienced issues such as poor project performance, lack of accountability, and inadequate supporting documentation, which hindered verification and transparency in the use of funds (Chweya, 2019). These challenges are not isolated, as they reflect systemic problems across multiple constituencies,

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including Masinga, where similar concerns about project performance and resource mismanagement have been raised (Maina, 2021). Masinga Constituency has implemented a number of these CDF projects and therefore, the constituency has also experienced similar challenges (Maina, 2021). It is against this backdrop that the study targets at critically scrutinizing and analyzing how strategy implementation practices used in the constituency have influenced inherently the Constituency Development Fund projects performance in Masinga Constituency. Streamlining the operations of CDF projects especially on the leadership obligations, communication, monitoring of projects, and resources allocation urgently need re-engineering of goals towards achieving value for money, thus enhancing the CDF funded projects' performance. Masinga CDF Projects implementation requires re-engineering of the strategy implementation if development in the constituency is to bring impact to the constituents after all (Chebet & Mugwe, 2024).

1.2 Problem Statement

In Kenya, the CDF was established to ensure accelerated development at the grassroots levels and more so the constituencies. The ideal situation is for the CDF projects to attain value for money while enhancing development and bringing significant impact in the lives of the targeted populations at the grassroots. For this to happen strategy implementation and performance need to be looked at in new light with emphasis on ensuring the end results change the lives of the people (Weiss & Hartle, 2023). However, the implementation of development initiatives has faced unprecedented challenges where CDF projects have been poorly implemented with poor works and incomplete projects recorded against the funds utilized (Mutuku & Misango, 2020). The challenges have evolved from strategy implementation and on performance of the projects as well.

According to a 2023 report by the National Government Constituencies Development Fund Board, only 62% of the allocated CDF funds in Masinga were used effectively, with 38% either misappropriated or left unused. The Auditor General's report for the fiscal year 2022/2023 revealed that out of 47 CDF-funded projects in Masinga, 18 (38.3%) were incomplete, 7 (14.9%) were abandoned, and 12 (25.5%) failed to meet the required quality standards. The Kenya National Bureau of Statistics (2023) Economic Survey indicated that Masinga Constituency

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ranked 178th out of 290 constituencies in terms of CDF project completion rates, with only 58% of initiated projects reaching completion within the stipulated timeframes. Furthermore, the Commission on Revenue Allocation (CRA) noted in its 2024 County Governments Budget Implementation Review Report that Masinga Constituency experienced a 22% decline in the socio-economic impact of CDF projects compared to the previous year, attributing this to poor project selection, inadequate community participation, and weak monitoring and evaluation mechanisms. These statistics point to the challenges facing CDF project performance in Masinga Constituency.

According to Kimani and Kamaara (2019), in the implementation process of projects, such challenges like that of disconnect come up between leadership obligations made at the various levels and real implementation at the constituency level. Project success can be explained using metrics such as timelines, within budget utilization, stakeholders' accountabilities and satisfaction (Kyumwa et al., 2023). On contrary, a project failure encompasses cost ineffectiveness, lateness, stakeholders' dissatisfaction, and the lack of accountability from the leaders in planning, implementation, and sustainability of the projects. Strategy implementation and performance of CDF projects remains elusive in the manner projects are carried out, as well as the ultimate goal for these projects (Chweya, 2019). Stakeholders' satisfaction involves meeting their expectations (constituents' needs or solving existing problems) in the implementation of the projects. Communication and community engagements are key to understanding and owning the CDF projects at the Constituency level. The allocation of resources involves prudence as well as the projects funds utilization transparency in the for intended purpose and with the goal of benefiting the constituents. Measures and evaluation framework is often added in the project's implementation design through strategic monitoring and evaluation to enhance high performance upon completion of the projects (Zubac et al., 2022).

Effective strategy implementation is widely recognized as an important factor in enhancing the performance of public projects by enabling more efficient resource allocation, improved project execution, and better alignment with community needs. However, evidence from existing empirical studies suggests that the influence of strategy implementation on CDF project

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performance yields mixed outcomes. For instance, there is evidence indicating a positive and significant relationship between effective strategy implementation and CDF project performance by Mwangi and Kwasira (2022) in Murang'a County; Ochieng and Otieno (2021) in Homa Bay County, Kenya; and Kimani et al. (2019) in Kiambu County, Kenya. Conversely, some studies have found limited or inconsistent effects of strategy implementation on CDF project outcomes, for example, Mutua and Namusonge (2020) in Machakos County, Kenya; and Nganga et al. (2023) in Nakuru County, Kenya). However, most of these studies were conducted in different geographic contexts within Kenya, adopted varying methodologies, and used different variables to measure strategy implementation and project performance. This diversity in research approaches gives rise to contextual, methodological, and conceptual gaps which this study sought to address by examining the relationship between strategy implementation and the performance of CDF projects in Masinga Constituency, Machakos County.

1.3 Objectives of the Study

The study's main objective was to establish the influence of strategy implementation and performance of constituency development fund (CDF) projects in Masinga Constituency, Machakos County.

The study was guided by four specific objectives as outlined below:

1. To establish the influence of communication on performance of CDF projects in Masinga Constituency.
2. To investigate the influence of leadership obligations on the performance of CDF projects in Masinga Constituency.
3. To establish the influence of monitoring on the performance of CDF in Masinga Constituency.
4. To assess the influence of resource allocation on the performance of CDF projects in Masinga Constituency.

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1.4 Research Questions

The research questions articulated in the study were;

1. How does communication influence the CDF projects performance in Masinga Constituency?
2. How does leadership obligations influence the performance of CDF projects in Masinga Constituency?
3. How does monitoring influence the CDF projects performance in Masinga Constituency?
4. To what extent does resource allocation impact the performance of CDF projects in Masinga Constituency?

1.5 Justification of the Study

The outcome of this study is expected be of importance to the Masinga CDF projects; Masinga Constituency, Machakos County management, policy makers and future researchers and academicians in understanding challenges related to strategy implementation and how they affect its performance on projects implementation. The research study will further enable review of top management obligations in the CDFs projects to have foresight on the factors that affect the strategy implementation and attempt to reduce the key impediments so that they can implement the formulated strategies in constituency projects plans and execution. The CDF management will use the communication in a way that improves the working environments therefore by coming up with fitting and suitable approaches to spur on performance and effectively projects to constituents with minimal resistance. Besides, the study is expected to be of importance to the Masinga Constituency since it will usher the action points on implementation of strategies with a view of improving performance especially on monitoring reviews that will bring insights in designing, planning, and implementation of projects for their constituents.

The research findings will further empower the NG-CDF board to recognize challenges encountered by Constituency Development Fund at the constituency level when implementing

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projects initiated, allocation of the resources needed so that appropriate policies are articulated, formulated, and sufficiently implemented, and essentially in the monitoring and evaluation of CDF projects hence benefiting the citizens in Kenya.

In addition, the research will provide key insights to donors and other international organizations that support and collaborate with constituency management on development projects to classify strategies that can inherently improve the strategy implementation process for better performance outcomes. Further the results will offer a perspective through which stakeholders can have deep understanding of how these strategies can be implemented effectively and efficiently by CDF management with better outcomes after all.

The study findings will also benefit future scholars as well as academicians in the strategic management field in further understanding the impact of implementation strategies on firm performance. They will utilize the information to supplement extant literature on the strategy implementation as well as on organization performance while developing their research strategy. Further, academicians and scholars can use the study findings to test the hypothesis or review the empirical literature on similar research topics.

1.7 The Study Scope

Although in Machakos County there are other constituencies implementing CDF projects, the study confined itself to Masinga Constituency. The constituency is a representative facing similar challenges and issues in the implementation of CDF projects within Machakos County. The target population comprised CDF project committee members, CDF management staff (project managers), members of the community, and key opinion leaders (local politicians, business owners, and educators) in Masinga Constituency. From the population which was more than 10,000, a sample size of 138 respondents was obtained. The study was carried out between April and August 2024.

1.8 Organization of the Study

The study was organized in five sections. In chapter one, it represents the introduction, background information, problem statement, study objectives, justification, limitation and scope. Chapter two expounds on the literature review while the third chapter accounts for the

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methodology to be employed in carrying out the study, Chapter four outlines the analysis results and interpretations while chapter five presents conclusions, recommendations and suggestions for further investigations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section details the theoretical framework section highlighting theories that the investigation was grounded on; the empirical review which delves into the study variables in comparison to the studies done before, and which have been carried out either locally or internationally. The chapter further provides research gaps illustrating what previous studies have not addressed from the contextual, methodological and conceptual standpoints, while a conceptual framework highlights the anticipated associations between dependent variable and predictor variables.

2.2 Theoretical Framework

This section provides the foundation or the "blueprint" for the whole research study that will serve as the guide that will inherently shape and sustain the research idea (Kothari & Garg, 2019). The study was anchored on theories such as the contingency theory, resource-based view theory and knowledge-based view theory. Through the theories, the researcher provides insight on strategy implementation influence and performance in an organization or institution.

2.2.1 Contingency Theory

The contingency theory discusses the management approach, which proposes that there is no single optimal tactic of leading a group or team, managing a business, or decisions making in management set up, rather than making decisions based on the situation and relative conditions (Steelman, 2023). The best approach or action is pegged on the current external and internal

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circumstances, and that to succeed, there must be strong leader-member relations. The theory was developed by Fed Fielder in 1964 landmark article, A Contingency Framework of Leadership Effectiveness, which outlines the significance of both the leader's personality and circumstances under which a leader operates (Osore et al., 2023). In support of the theory, Galliers, Leidner and Simeonova (2020) postulate that all managers' decisions will be influenced (if not controlled) by given situations' contingencies.

The theory examines two kinds of motivation namely: task motivation and relational motivation (Usanga, 2023). Arguably, the underpinning of contingency theory is laid in the fact that managerial effectiveness has to be contingent on the collaboration between the specific events and management practices. For these reasons, effective organizations should modify their control, organization, planning, leading and contextualize to their peculiar situations. The leaders should particularly identify the settings of a task, the management job requirements, and people engaged for complete situational management (Mohamed & Mwasiaji, 2023).

Fielder's contingency theory proposes that there is no sure way in the organizational management cutting across, but rather a manager should be able to realize certain obligations that will help realize the goals of the organization in a certain situation (Steelman, 2023). In addition, when tasks are outlined in detail, the manager has more impact and inspiration on the employees rather than leaders of organizations where structured tasks are in place. Classical management theorist Frederick Taylor, a proponent of this theory emphasized on the integral aspect of choosing the general management approach, which is best suited and effective to a contextual case, and that there is no absolute or nothing rigid in affairs management (Das, 2021). Okoth et al. (2023) expound that since the contemporary business world is coupled with environmental change, uncertainty, and fast-changing technology, contingency theory supports organic structures, which stresses on decentralization to attain adaptability and flexibility in strategy implementation for improved performance. Undoubtedly, unpredictability and uncertainty require overall methods of problem-solving for unstructured tasks and problems (Steelman, 2023).

Ostensibly, the contingency theory may be employed to create organizational leadership profiles where particular styles can be harmonized with contexts that have demonstrated success.

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Organizations can understand what kind of person fits in each organization's position whenever an opening occurs (Lynch, 2021). The theory can also reduce what is anticipated from leaders. However, emphasis should be put on finding a solution to the situational issues (Das, 2021). The theory was applicable to the scrutiny on strategy implementation on performance of CDF projects in Masinga Constituency - Machakos County since it suggests the best way of ensuring leadership commitment to ensure organizational performance (Chweya, 2019). Successful strategy implementation leads to improved organizational performance hence resulting to high performance in achievement of CDF project in the Masinga Constituency.

2.2.2 Knowledge-Based View Theory

Knowledge has often been recognized as the vital factor of production unlike other concrete resources such as money and machinery. Edith Penrose (1914-1996) provided the foundations of the Knowledge-Based View (KBV) Theory in 1959 in his classical book The Theory of Firm Growth. The book acts as an explicitly rich inspiration source for scholars in their research and a generative ideas source where Penrose brought out the firm as productive resources collection (human and physical) and administrative organization. Birger Wernerfelt refined the KBV theory in 1984 with focus tilted on the inside of the company, its capabilities and resources, to explain value and the profit of the organization (Woszcyna, 2020). The differences in performance happen according to the theory where well-succeeded firms possess dear resources that other organizations do not have permitting them to gain the competitive advantage.

The theory was further advanced by Grant (1996) expounds the part played by knowledge in the realization of firm goals that in most times is to sustain and realize competitive edge (Zubac et al., 2022). Scholars have argued that knowledge-based view (KBV) theory is a resource-based theory's extension, and that an institution achieve high performance in the utilization of knowledge in strategy implementation (Barno et al., 2023). In the recent past, the knowledge movement has been sweeping through the field of strategy where the use of the knowledge perspective has been to harness better strategy implementation for realization of good performance in organizations (Kyumwa et al., 2023). Therefore, monitoring as well as the evaluation of CDF projects significantly contributes to this knowledge through the documenting

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of the best practices, which can be used by others in strategy implementation for better performance.

Particularly, the knowledge-based view offers innovative critical tools and approaches for recognizing strategy implementation and convincingly using strategy to achieve high performance in institutions like the constituencies. Over the last 5-7 years, leaders have become progressively aware of the importance of handling the information resources and knowledge, as well as various gadgets and practices have been developed to this end, for organizational performance (Woszcyna, 2020). Das (2021) supports the above-mentioned claim by agreeing that it is realized through improved involvement of constituents in the design and monitoring of the project's functioning long-term life-changing objectives and goals of the CDF projects. Further, the theory proposes the creation of various knowledge systems across the ladders of management in an institution as a precondition for achieving continued knowledge-based competitive advantage (Zubac et al., 2022).

Thus, the knowledge-based thinking is essential in comprehending a number of dominant themes in strategy, taking into account the attainment, associations, and premeditated choice, but not limited to yet a unique theory about approach that managers use to create competitive edge (Sutherland, 2020; Kanyanja & Muathe, 2023). The theory further proclaims that implementation of strategy involves vast information on the assets of an institution and how to appropriately use them, as well as point the direction on how the resources are used to achieve a particular strategy with subsequent high performance (Das, 2021). Notably, organizational competences such as technical capacities are things of importance but also is the aspect of the knowledge, which has substantial impact on the competitive edge's sustainability, and consequently to the budding strategies of growth in ensuring the success in execution of the CDF projects (Chweya, 2019). The theory was appropriate to this study since it puts into perception how knowledge affect strategy implementation by defining various aspects in achievement of high performance in the CDF projects. Knowledge in project monitoring is important in accessing and evaluating how the strategy implementation is adopted and executed in the CDF projects.

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2.2.3 Resource-Based View Theory

The theory has its origins in the work of Edith Penrose in 1959 that inherently linked the growth and performance of a company to its internal resources. However, the formal inception as well as the development of the theory is attributed to Birger Wernerfelt (1984) in the manuscript "A Resource-Based View of the Firm", which was published in Strategic Management Journal. RBV postulates that resources in an organization, that are valuable, very hard to replicate, rare, and inherently not substitutable give the organization the competitive edge. Birger Wernerfelt's article in 1984 expounds on how it is possible for organizations to achieve competitive advantage through optimized utilization of resources to ensure superior services are delivered to consumers (Parboteeah, 2023). Barney (1990) further argued that the emergence of RBV is a dominant paradigm in strategic planning and management where it attributes growth and performance not just on resource and market dependences that give rise to competitive edge, but also the company's unique capabilities and resources. The resources according to the RBV entails physical, finances, human resources, and non-physical resources and assets.

According to Barno et al (2023), existing literature show that organizations excel in the globalized market are the ones that have exhibited the ability to adapt and alter their course with the times, displaying rapidity, and immense flexibility in innovative services and goods, and superb leadership, which is able to efficiently and effectively espouse pioneering strategies for competitive edge (Parboteeah, 2023; Das, 2021). Since the resource allocation plays a fundamental role in strategy implementation, the RBV theory is inherently vital to this study. Strategic management in an institution is a key ingredient where in the RBV theory it entails the deployment of resources to accomplish numerous activities for the successful achievement strategy implementation.

Business theorists of international parlance explain the failures and successes of an organizations and institutions across borders by analyzing their local alliances or subsidiaries' competitiveness in the emerging markets (Woszcyna, 2020). The knowledge locally provided by a home-grown alliance or subsidiary (stakeholders) becomes a central resource of conceptual value through communication according to the local standards (Kafel & Ziebicki, 2021). And because resource allocation is a pivotal strategy implementation aspect, the theory retains relevance in this study.

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However, opponents of the resource-based theory, similar to all theories take into consideration several assumptions that lends its criticism and it is important to this study. Barno et al (2023) argue that these assumptions are primarily linked to obstinate superior institution performance theories. Particularly, the focus is on how performance is measured so as to evaluate an institution's competitiveness (Galliers, Leidner, & Simeonova, 2020). Resource-based reasoning, for instance, accepts the assumptions that companies are all profit-maximizing units and that the leaders in companies are rational beings (Barno et al., 2023). With these elementary assumptions, resource-based reasoning makes two extra issues that differentiate it from other theories of strategic management: the resource heterogeneity concept as well as that attributed to resource immobility (Hill, Schilling, & Jones, 2019).

The heterogenous issue also integrates two attributes of organizational resources: non-substitutability and scarcity (Barno et al., 2023), whereby a resource is attributed to be scarce when its demand greater than the steady supply. Additionally, a resource is not substitutable especially when no other alternative can enable an organization to perceive and implement similar strategies as effectively and efficiently as the original resource (Das, 2021). The immobility concept particularly refers to the inelasticity issue in supply, where more of a certain resource unforthcoming even though resource's demand is greater than that attributed to supply. In the views of Kafel and Ziebicki (2021), an organization's resources can vary greatly to the extent that they are not substitutable, inelastic, and scarce in supply. In recent literature the contributions of the theory, however, led to important implications being considered, with reference to question of inelasticity and to the use of capabilities and factors of the organization that some resources are imitable in principle but not duplicated or copied in practice (Wiraeus & Creelman, 2019).

The RBV theory is founded on the viewpoint that an institution or organization's internal environment (management, values, culture), with regards to its capabilities and resources, is more serious to the determination of strategic action than external environment (market trends, public expectations) (Woszcyna, 2020). Steelman (2023) proposes that instead of concentrating on the resources' accumulation needed to implement a company's strategy, which is dictated by constraints and conditions in the outside environment as proposed by the model input-output, the

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RBV theory recommends that a firm's unique capabilities and resources provide the foundation for its strategy and returns.

The application of the RBV in this study relates to its prevalent adoption and use in the management circles both in a qualitative and quantitative manner. Numerous studies have reflected on the link between RBV and its implementation in different business and corporate purposes, for instance on a company's performance and innovation (Parboteeah, 2023). The literature on RBV emphatically showcases that its resource-base has supplied the footing to the RBV's framework or extension, and therefore, its application in this study.

The constituencies have resources (finances, human resource, physical, and non-physical) that through strategy implementation they can inherently exploit for optimum performance on its CDF projects (Wahome, 2019). In the 21st century highly competitive business environment, a company is an assembly of capabilities that are evolving and is managed animatedly in the ultimate search for above-average returns (Aboramadan et al, 2020). Therefore, the organization's different performances traversing time are primarily driven by their unique resources and capabilities as opposed to the attributes of structural systems in the business environment. The constituencies have funds (financial resources) from the NGCDF which if are strategically used can result to high performing CDF projects benefiting the constituents.

In this theory's application to the study, the research grounded the objective of resource allocation to the theory and reflected on the financial resources, physical and human, and was relevant to the strategy implementation and CDF projects' performance in Masinga Constituency. Any effort or attempt by an institution to implement its strategies will require resources, which are both tangible resources like human resources, finances and even buildings, and other forms of infrastructure. At the same time, intangible resources like skills and leadership come handy in the strategy implementation.

2.3 Empirical Literature

Strategy implementation is a crucial cog in the strategic management process in many organizations and institutions (Wanjiku, 2022). Strategy implementation in many ways has been a stumbling block in today's organizations running of daily affairs. According to Woszcyna

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(2020) and Steelman (2023), better performance is only realized by companies or institutions, which are in pole position of better strategy implementation and are well up as compared to the firms that report challenges. In the views of Kienzler (2020), the influence of communication, leadership obligations, projects monitoring, and better resource allocation have significant influence on performance in implementation of CDF projects. Strategic management harnesses the leadership styles to manage the future, and ensure that formulation of strategy is rather than starting point while implementation is vital piece in the performance achievement wheel (Sutherland, 2020).

Scholars and researchers have pondered on the strategy implementation influence on performance and come up with significant evidence that leadership commitment, proper communication, projects monitoring, and adequate resource allocation are key ingredients to the performance process and achievement of expected results in projects (Wahome, 2019).

2.3.1 Communication and Performance

A study by Karlsen and Nazar (2024) investigated how cultural diversity affects communication and collaboration within global high-performance project teams, with a focus on the oil and gas sector. The research utilized secondary data analysis to explore the influence of cultural dimensions and social behavior on project team success. The findings revealed that cultural dimensions, as identified by the GLOBE project, significantly impacted team dynamics, with trust emerging as a critical factor in fostering effective collaboration and high-performance teams. Tuckman's model for group development was highlighted as essential for understanding the stages of team growth, particularly the importance of trust in progressing through the stages toward high performance. The study indicated that a lack of trust could prevent teams from reaching optimal performance levels. Moreover, the research provided analysis for organizations on how to deal with cultural diversity and enhance team performance by building trust. Despite these findings, the authors pointed out a gap in the systematic review of recent literature on cultural diversity and global team performance, suggesting the need for further research in this area to deepen understanding.

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In a separate study, Daramola, Adewumi, Jacks and Ajala (2024) explored how the use of digital tools and agile practices can enhance communication efficiency in energy sector project management. The authors indicated that integrating technologies such as project management software, real-time data sharing platforms, and agile methodologies could significantly streamline communication, leading to more responsive and adaptable project management processes. The study developed a conceptual framework outlining the interactions between these technologies and project management practices, providing suggested pathways for implementation and potential impacts on project success. Using a conceptual analysis approach, the authors drew on existing theories from information technology, agile methodologies, and project management to build this framework. The paper further illustrated hypothetical scenarios to highlight the potential outcomes of adopting these practices. The study contributed to the academic discussion by reviewing existing knowledge while proposing new frameworks to guide future research and practice in energy project management, with a particular focus on improving communication.

Mohamud (2023) conducted a study which aimed to examine the effect of monitoring and evaluation (M&E) practices on the performance of health projects in Isiolo County. The study specifically focused on the impact of M&E planning, stakeholder engagement, staff training, and the use of M&E information systems. A descriptive research design was employed, targeting 61 county staff from the Department of Health, including M&E officers, project managers, ICT officers, and others, using a census technique for sampling. Data collection was carried out through questionnaires that were tested for validity and reliability, and analysis was conducted using descriptive and inferential statistics. The findings revealed a moderate significant relationship between M&E planning and project performance ($r=0.578$, $p=0.000$), a strong significant relationship between stakeholder engagement and project performance ($r=0.761$, $p=0.000$), a moderate significant relationship between staff training and project performance ($r=0.346$, $p=0.000$), and a strong significant relationship between the adoption of information systems and project performance ($r=0.700$, $p=0.000$). Based on these results, the study concluded that M&E practices have significant influence on the performance of health projects. The study recommended that the county government should ensure adequate budgetary allocation for M&E

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activities, involve stakeholders in critical project activities, identify training needs for M&E staff, and adopt effective information systems to enhance the efficiency of M&E practices.

Organizations act through communication to coordinate diverse resources and personnel towards achieving a particular strategy implementation, which inherently lessen the chances of any non-conformities that will prevail in the results anticipated after all (Nilsson Petri, & Westelius, 2020). Unlike the process of strategy formulation that involves a few individuals clearly tasked with brainstorming and coming up with the viable ideas and most suitable, strategy implementation entails all employees in the organization. Through their daily activities, the employees can significantly influence the strategies attainment. Therefore, through communication, which is effective, the strategy is explained to the employees in detail to ensure the desired results are achieved for high performance output in the organization.

An investigation on the impact of communication on strategy implementation and performance shows that 9 out of 10 businesses apparently fail even when top-notch approaches and best plans are put in place, clearly cementing the importance of communication. Some of the most common aspects leading to failure in strategy implementation include a detachment between the employees and management, poor leadership obligations, mis-communication emanating among team members, confusing plans, and the lack of ownership in the vital parts of projects by the team members (Kienzler, 2020). Communication is very important in the strategy implementation on performance of CDF projects since it ensures coordination of plans to be executed, collaboration of stakeholders, and review of attainment of targeted goals (Chweya, 2019). Identifying the barriers to communication in the CDF projects significantly will ensure they are done away with and proper communication channels are in place for the achievement of projects that better the lives of constituents.

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2.3.2 Leadership Obligations and Performance

Persada and Nabella (2023) analyzed how leadership obligations affect the performance of personnel in the Polda Kepri operations section. The research employed a causal model survey method, using a census sampling technique where the entire population of 72 personnel was sampled. Data was collected through interviews and questionnaires. The study found that

leadership had a significant impact on personnel performance, with a t-count value of 10.325, which was greater than the t-table value of 1.662, and a significance value of 0.000, which was less than 0.05. Similarly, motivation significantly influenced performance, with a t-count of 3.242 greater than the t-table value of 1.662, and a significance of 0.000. However, incentives did not show a significant effect on performance, with a t-count value of 1.555, smaller than the t-table value of 1.662, and a significance value of 0.124. When considered together, leadership, motivation, and incentives had a significant combined effect on performance, with an f-count of 423.016, which exceeded the f-table value of 2.48, and a significance level of 0.000. The study concluded that while leadership and motivation are crucial for enhancing performance, incentives alone do not have a significant impact. The researchers recommended that leadership and motivational practices should be prioritized to improve performance outcomes.

Marisya, Mayasari, Astuti and Purwanto (2023) conducted a study to explore the impact of leadership ethics and transformational leadership on employee performance. The research used a literature review approach, aiming to provide deep insights into the relationship between ethical leadership and transformational leadership on employees' work behaviors. The findings revealed that ethical leadership significantly influenced employee performance, improving their ethical conduct and improving their confidence. Transformational leadership was also found to play a crucial role in motivating employees, which improved their performance and adaptability to external changes. Ultimately, the study brought to light the importance of leadership ethics and transformational leadership in fostering ethical behavior and motivation among employees. The study concluded that leadership obligations play an integral role on the implementation strategy and strategic direction of the organization. Elsewhere, Ireri (2019) examined the association between leadership and organizational outcome in automobile companies in Kenya and established that a positive nexus between the leadership and firm performance. From the investigation, it is notable that the unwillingness or lack of commitment on the part of top leadership signals negative energy and affects the entire strategy implementation process.

According to Nilsson, Petri and Westelius (2020), many well formulated strategies end up not being implemented at all when they do not receive the backing of top leadership. On the other hand, where the top leadership is supportive and advocates for upholding of strategies formulated

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to be implemented in the various departments within an organization, the results are undeniably promising and with positive influence on performance. Further, from a strategic management standpoint suggest that appropriate management and obligations of top managers on the strategies being implemented is essential in achieving better organizational performance. The rubberstamp to operationalizing the strategy from top management shows the commitment to defend these decisions to stakeholders and other partners and inherently have better chances of success (Lynch, 2021).

Mutuku and Misango (2020) conducted research on internal factors that influence strategy implementation on performance and concluded that top leadership role is crucial, and cannot be negated in the entire implementation process. Strategy implementation obstacles identified by the research show that strategies not supported by the management took more time than allocated. Moreover, other challenges emerged in the implementation process such as ineffective coordination, inadequate preparations, poor communication, conflicting priorities, and lack of allocation of resources necessary for the strategy implementation. While some of the challenges cannot be fully attributed to the top leadership per se, the failure of commitment by top managers in the implementation of strategies in most cases result to failed strategies implementation after all (Woszcyna, 2020).

According to Aboramadan et al (2020), the function of the top leadership in an organization is to lead other managers in effecting strategy implementation. Galliers, Leidner, and Simeonova (2020) further argue that at the centre of power structure is management, and thus the management keeps the institution together, brings life into firm, moves to achieve goals, and ultimately maintains the performance momentum. Thus, the CEO is an important factor during clarification, provision of guidance, allocation of required resources, and contributing to adjustments during the implementation process (Lynch, 2021). A number of projects in CDF management involves identification of leaders to achieve the set milestones to ensure better service delivery. If the political leaders do not lead by example, supporting the strategy implementation process, the middle-level managers, and non-management will lose focus and translate to the end or failure of the projects' strategies being implemented in the constituencies.

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2.3.3 Monitoring and Performance

Kimatu (2020) examined the influence of monitoring and evaluation (M&E) on the performance of county-funded projects, with a focus on the Amboseli conservation project in Kajiado County, Kenya. The study aimed to assess how M&E planning, M&E training, stakeholder involvement, and the utilization of M&E findings impacted project performance. Employing a descriptive research design, data was collected from 201 respondents, including community leaders, M&E officials, and project managers, using questionnaires and data sheets. Data analysis was conducted using SPSS, with both descriptive and multiple regression analyses applied. The findings revealed that M&E planning had the most significant influence on project performance, followed by stakeholder involvement and the utilization of M&E findings, while M&E training had the least influence. Specifically, M&E procedures and stakeholder collaboration were found to greatly enhance performance, whereas performance feedback had a lesser impact. The study recommended improving M&E effectiveness through technical training, systematic methodologies, and the adoption of robust monitoring policies within county-funded projects. It also emphasized the need for staff to have the necessary technical expertise for effective project monitoring.

A study by Eremugo and Okoche (2021) investigated the influence of the Monitoring and Evaluation (M&E) system components on the performance of National Non-Governmental Organizations (NNGOs), using Global Aim Uganda (GAU) as a case study. The study examined the effects of organizational structure, routine M&E, and the usage of M&E information on the performance of GAU. A cross-sectional design incorporating both qualitative and quantitative methods was employed, with data collected from 164 respondents via questionnaires and 15 respondents via interviews. Quantitative data were analyzed using SPSS, and results showed significant positive correlations between performance and routine M&E as well as M&E information utilization, though organizational structure showed a weaker correlation. Regression analysis revealed that routine M&E and M&E information usage had significant positive influences on performance, while organizational structure had a non-significant negative impact. The study concluded that 32.2% of the variation in GAU's performance was explained by the M&E components. Recommendations included strengthening M&E systems through enhanced

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reporting, expanded M&E functions, incorporating M&E into staff roles, and increasing the use of M&E data in decision-making processes.

In a separate study, Musyimi and Ondara (2022) conducted a study to assess the effects of collaborative monitoring and evaluation (M&E) practices on the performance of county-funded projects in Uasin Gishu County, Kenya. The study focused on technical expertise, cost implications, stakeholder involvement, and the existence of a policy framework. Using a descriptive research approach, data was collected from 41 county officials across various departments through structured self-administered tools. Data were analyzed using statistical software, with results presented in tables and diagrams. The findings revealed that technical expertise and policy frameworks moderately affected project performance, while the high cost of project M&E and strong stakeholder involvement had a significant impact. Challenges such as insufficient qualified personnel, inadequate budgetary allocations, poor project planning, and limited stakeholder participation were identified as factors delaying project execution. The study concluded that cost implications were the most influential factor in improving project performance, followed by technical expertise, policy frameworks, and stakeholder involvement. It recommended that the County Government enhance its commitment to M&E by allocating sufficient resources, employing qualified personnel, and developing supportive policies to ensure projects achieve their intended benefits.

A study carried out by Mutinda (2023) on monitoring tools on state-sponsored projects' performance in Kenya, a case of CDF projects in Machakos County, Kenya reveals that the success and completion of a project is etched on dynamic and complete project monitoring leading to intelligent decisions in project implementation and management. While monitoring is based on learning past success and challenges, it zeros in the projects activities identifying the problems encountered during implementation and providing suitable solutions as informed by past project experiences. The study also indicated that connecting the relationship between monitoring and performance should be one of the critical aspects in the implementation of projects. Yet, this is precisely the area where current scholars and academicians leaves unstudied and begging many questions. Project monitoring entails tracking the projects progress, associated

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tasks, and the metrics to make sure that everything is done on time, within set budget, and primarily according to set project standards and requirements.

A study by Ogalo (2019) pointed out that CDF projects in many instances have stagnated and failed due to lack of project monitoring, which would have otherwise advised on the problems and provided the viable solutions. The study indicated that the strategies implementation and performance of county assemblies in Kenya, project monitoring is essential in collecting the field data on project activities, processes, and systematically organizing the data to be assessed, indicating the roles and responsibilities of project stakeholders, and infusing transparency and accountability in the implementation process. If the process is carried out clearly, then it is possible to realize high performance in the delivery of the project as well as the set goals in CDF projects.

2.3.4 Resource Allocation and Performance

Hung and Shiu (2024) explored the evaluation of research and development (R&D) project performance by addressing external effects that can introduce biases in traditional cost-benefit analysis. The study applied a three-stage data envelopment analysis method combined with Tobit regressions to assess R&D efficiency while removing external factors such as technology type, accumulative experience, international linkage, and group diversity. The analysis was conducted using 39 academic projects from the Taiwan National Telecommunication Program. The findings indicated that technology type and accumulative experience positively influenced the implementation of R&D projects, particularly in human resource management. Conversely, group diversity led to inefficiencies due to redundant tasks, and international linkage was found to be disadvantageous due to slack in subsidies. After accounting for and removing these external effects, the projects generally showed improved performance, shifting from decreasing to increasing returns. The study provided insights into project management and suggested that governmental subsidy policies should consider external influences when evaluating R&D project performance and allocating resources efficiently.

Lee, Ford and Joglekar (2017) investigated the effects of resource allocation policies on project durations using a system modeling approach. The study emphasized that resource allocation

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policies, which determine how resources are distributed across project tasks, play a crucial role in minimizing project duration. However, designing these policies is complex due to the dynamic nature of work flows, resource demand, and delays in reallocating resources. The study analyzed two key features resource demand estimates and resource adjustment times that managers can adjust to impact project duration. Myopic policies, which do not consider rework and multiple backlogs, were compared to foresighted policies that do. Through testing these policies under varying project complexities and adjustment times, both in deterministic and uncertain conditions, the study yielded unexpected findings. Notably, it was found that minimizing resource allocation delay does not necessarily lead to shorter project durations, and in some cases, increasing uncertainty reduced project durations. The study provided insights into these counterintuitive results and discussed their implications for project management, suggesting that further research explore the impact of different resource allocation policies on project outcomes.

In the scrutiny on the imperatives of strategy implementation and county governments' performance in Central Region, Kenya, Maina (2021) shows that resources are the lifeline of an organization. According to the study, the employed people are the resources, financial assets, physical materials, and technology the organization uses to meet the needs of the consumers. The limited resources or mixing wrongly of the resources can create a crisis for an organization, and therefore, the study recommends managers to overcome this challenge in dealing appropriately with allocation of resources within the organization. It is notable that the researchers indicate that resources are never enough and thus managers should prioritize in the allocation part. The researcher further points out that resources can be utilized as a tactical weapon to attain competitive advantage and hence adequate resource allocation is essential to facilitate successful strategy implementation in an organization.

Mohamed and Mwasiaji (2023), study on strategy implementation practices and performance of NGCDF projects in Marsabit County, Kenya discovered with the introduction of devolved county governments in Kenya, there has been better resource allocation to CDF projects and have registered improved performance on project benefits to constituents. The study further highlighted that resource allocation explains the biggest percentage on performance. The study does not consider in-depth elements in resource allocation and therefore, does not share

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indicators of both resource allocation and performance, which leads to gaps in conceptualization. In another descriptive study examining influence of strategy implementation in the association between strategic planning and performance Namada (2020) notes that resource allocation enabled implementation of strategies and it had high effects on the CDF projects performance. The study further discovered that some constituencies were slowly adopting strategic resource allocation measures, and hence inhibiting optimum performance in CDF projects. Supporting these findings, Mohamed and Mwasiaji's (2023) study on strategy implementation practices and performance show that adequate resource allocation would enable CDF management to consider and ultimately implement strategies, which improve performance leading to efficiency and effectiveness in the projects targeting constituents.

2.4 Summary of Literature Review and Research Gaps

Past studies have presented divergent views on the impact of strategy implementation on firm performance. For example, the scholars do not seem to agree whether human resources, management, and better strategies as indirect or direct independent variables influencing organization's performance or still have to go through other interceding variables (Aboramadan et al., 2020). Besides, that communication, monitoring, leadership obligations, and resource allocation should be fixed as opposed to flexible requires further research.

Table 2.1 Summary of Literature Review and Research Gaps

Author and year	Focus of the Research	Results	Gaps	Focus on the Current Study
Wanjiku (2022).	Strategy Implementation and performance of county assemblies in Kenya	The adopted leadership style and leaders helped in handling county functions that resulted to improved performance	The study was restricted to only reviewing the organizational leadership constructs on strategy implementation and county assemblies' performance in Kenya.	The investigation sought to establish the influence of leadership obligations and performance CDF projects in Masinga Constituency – Machakos County. The study adopted stratified sampling technique

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Mohamed and Mwasiaji (2023)	Effect of Strategy implementation practices on performance of NGCDF Projects in Marsabit County, Kenya.	The findings revealed that to succeed in strategy implementation and enterprise performance, leaders need to communicate to staff for smooth execution of projects.	The study was limited to reviewing organizational resources, structure, and culture on implementation of strategy and firm performance in NG-CDF projects in Kenya	The investigation explored the influence of communication and performance of CDF projects in Masinga Constituency – Machakos County.
Ireri (2019)	Impact of strategic plan implementation determinants on Kenyan automobile firm's performance	Inadequate strategy planning influenced resource allocation where different projects would be implemented at a snap-shot without ranking resulting to strategies implementation delays ushering poor performance	The study never recognized key priority areas during resources allocation for effective quantifying of the companies' performance.	This study established how allocation of strategic resources is key to CDF projects implementation and performance.
Ogalo (2019)	Effect of strategy implementation on performance of faith-based organizations: a focus on Catholic Archdiocese of Kisumu, Kenya.	There is need for culture compatibility strategy, which encourages top- down communication for effective strategy implementation to be realized.	Failure to utilize all communication structures during strategy implementation in the firm.	The research showed how communication in strategy implementation is important and its link to performance of CDF projects
Mutinda (2023)	Monitoring tools on state-sponsored projects' performance in Kenya, a case of CDF projects in Machakos County, Kenya.	Monitoring of projects is important to the success of government-sponsored projects and yet it has not adopted effectively.	The human resources audit through controlling and monitoring strategies was done on a negligible extent.	The study established how monitoring of the resource's strategy involving financial resources influences the performance of CDF Projects.

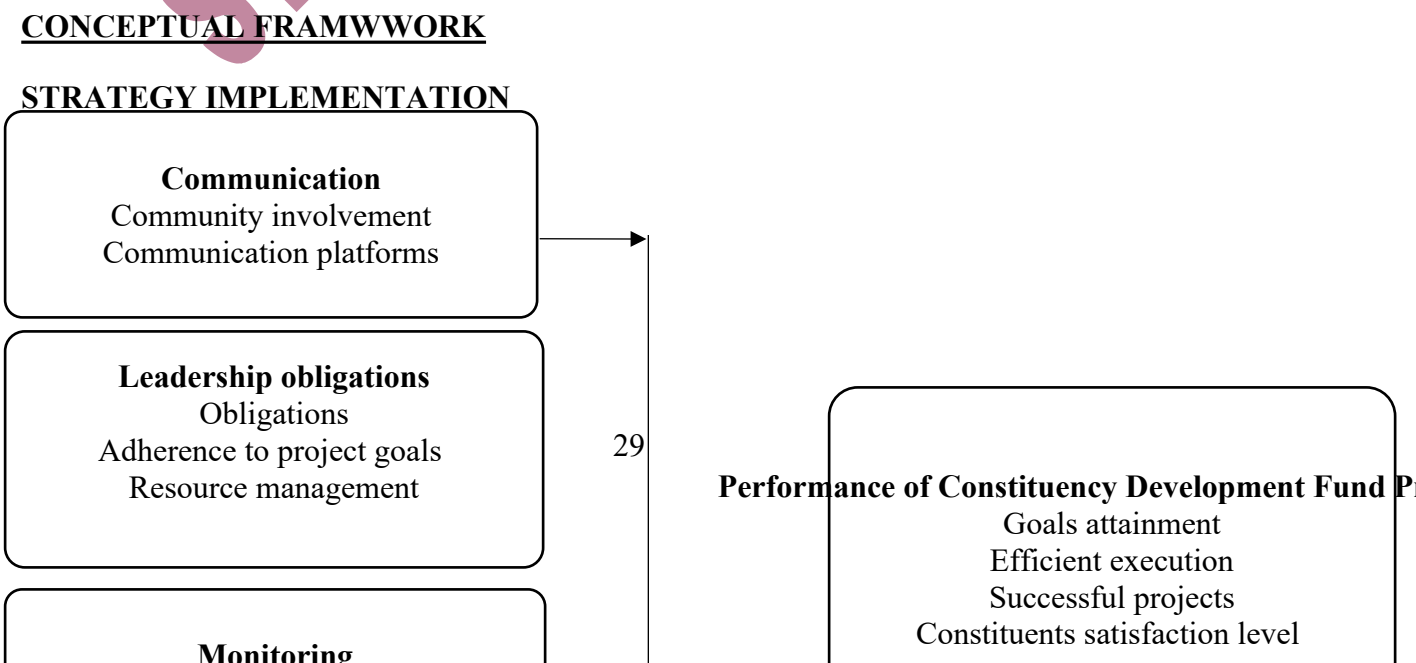
Source: Author, 2024

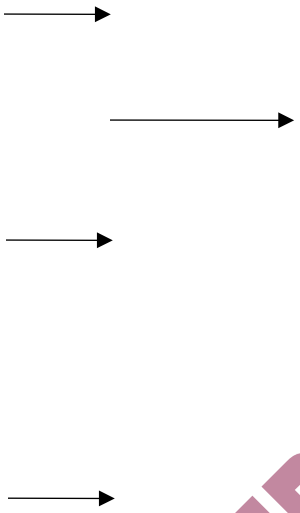
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2.5 Conceptual Framework

Conceptual framework refers to a mental map that illustrates the expected relationship between the study variables or how existing key concepts come together to inform a particular research problem (Creswell, 2014). Simply, the conceptual framework reflects the manner in which ideas are structured to realize the purpose of a research project and explanation remains the most prevalent method employed (Mugenda & Mugenda, 2003). Figure 2.1 presents the association existing between the predictor variables; communication, leadership obligations, monitoring, and resource allocation, whereas the dependent variable; performance of CDF projects in Masinga Constituency, Machakos County.

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Independent Variables **Dependent Variable**

Figure 2.1: Conceptual Framework

Source: Author (2024)

The conceptual framework in this study outlines the expected relationship between the independent variables; communication, leadership obligations, monitoring, and resource allocation and the dependent variable, which is the performance of CDF projects in Masinga Constituency, Machakos County. Communication was expected to influence project performance by ensuring that key stakeholders are informed and engaged, which facilitates coordination and timely execution of tasks. Leadership obligations, including the roles and responsibilities of leaders in overseeing projects, were anticipated to have a direct impact on decision-making processes and accountability, ultimately affecting the success of the projects.

Similarly, monitoring was important in tracking the progress and quality of CDF projects, enabling timely interventions when issues arise. This oversight ensures that projects are completed according to plan, which improves their overall performance. Lastly, resource allocation plays an important role in determining the availability and proper distribution of financial, human, and material resources, directly affecting the efficiency and effectiveness of

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project implementation. The interaction of these variables was expected to collectively influence the overall performance of CDF projects.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this section, the researcher discusses the research design, sample size, target population, sampling criteria, data collection methods, reliability and validity of research instrument, data analysis methods, and ethical considerations in the study.

3.2 Research Design

The research employed a descriptive research design that is cross-sectional in nature to enable generate precise events, factor profiles, and situations of the investigation establishing the nexus between dependent and the predictor variables (Kothari, & Garg, 2019). The research design ensured minimum chances of drawing incorrect casual inferences from data. The study categorized the kind of evidence needed to respond to the research questions in a conclusive way. As part of the research design, the researcher used the evidence supporting the theory of the association between strategy implementation and CDF projects' Machakos performance. The researcher employed the descriptive study in Masinga Constituency trying to piece the evidence on how the strategy implementation affects the performance of CDF projects.

Therefore, for the researcher to collect definitive data from fieldwork, the procedure was grounded on the consideration of the discrete methodological conditions of enquiry that inherently explore the human or social problems that influence strategy implementation and performance of CDF projects in Masinga Constituency (Creswell, 2014). The independent variables are communication, leadership obligations, monitoring, and resource allocation while the study's dependent variable is the performance of CDF projects in Masinga Constituency. Therefore, descriptive study succeeded to understand the strategy implementation influence on performance, the underlying logic is of great importance (Kothari & Garg, 2019).

3.3 Target Population

The target population entails the number of people within the study area with certain characteristics important to the investigation (Mugenda & Mugenda, 2003). The target population was the CDF project committee members, CDF management staff (project managers), members of the community, and key opinion leaders (local politicians, business owners, and educators) in Masinga Constituency. Categorizing the target population is a significant step towards the sample size, which is central because it yielded some of the information and knowledge about strategy implementation on CDF projects' performance in Masinga Constituency, Machakos County.

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3.4 Sample Size

The target population of Masinga Constituency is bigger than 10,000 people according to the population 2019 census (KNBS, 2019). Since the population in the study exceeded 10,000, the Fisher's formula was employed to determine an appropriate sample size. Fisher's formula is widely used when dealing with large populations, as it ensures that the sample size is statistically representative of the entire population. This approach is especially effective in yielding a sufficient sample size to make reliable inferences about the performance of CDF projects in Masinga Constituency.

$$\mathbf{n} = \frac{\mathbf{z^2\,pq}}{\mathbf{d^2}}$$

n = sample size population

z = standard normal deviation

p = proportion of target population

q = 1- p

d = the statistical significance level.

Therefore, the target population proportion is 0.1, with **q** being 1-0.1 = 0.9, the **z** of 1.96 standard deviation and statistical significance level is 5% or 0.05, therefore, sample population for the research will be;

$$\mathbf{n} = \frac{(z)^2 \times p \times q}{d^2}$$

$$= \frac{1.96^2 \times 0.1 \times 0.9}{(0.05)^2}$$

$$\mathbf{n = 138.30}$$

$$\mathbf{n = 138}$$

Therefore, sample size was 138 people.

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The sampled population was 138 respondents who were drawn from the community members, opinion leaders, CDF committees' members, and staff of Masinga Constituency CDF management office. A sample of 138 people was identified for the data collection from the target population and it was as follows: 25 CDF management staff, 58 community members, 20 opinion leaders, and 35 constituency development committee's members in Masinga Constituency. Sampling frame comprised of all the CDF project committee members, CDF management staff (project managers), members of the community, and key opinion leaders (local politicians, business owners, and educators) in Masinga Constituency. Using ratios, the samples were distributed as shown in Table 3.1.

Table 3.1: Sample Size

Group of the Respondent	Frequency (f)
CDF management staff	25
CDF Projects Committees' Members	58
Opinion Leaders	20
Community members	35
Total	**138**

Source: Author (2024)

In this study, the researcher utilized stratified random sampling to identify the 138 participants from the CDF management staff, community members, opinion leaders (local politicians, business leaders, and educators among others), and CDF Projects committees' members who are informed of the CDF projects' operations as well as those community members who have benefitted from the CDF. This technique is chosen for this study because it attempts to restrict the possible samples to those subgroups, which are considered helpful to inform the study, and ensuring the target population is represented (Kothari & Garg, 2019). The subgroups also known as strata, together comprise the target population (Creswell, 2014). The sampling design helped the researcher in overcoming in-built biases by making sure that the targeted respondents among the CDF management staff, community members, opinion leaders, and constituency

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development committee's members were chosen in the sample of the 100 respondents to get information needed for scientific evaluation of the study. The community members, opinion leaders, CDF management staff, and committee members was chosen for study since they provided data that informed the research.

3.5 Data Collection tool

In the scrutiny, the exercise of data collection was conducted to amass concrete data that was crucial in addressing the study objectives. Structured questionnaires were used as the data collection instruments to extract valuable data first-hand from the respondents. The questionnaire was the appropriate data collection technique in the study since they were distributed to reach the sampled population of respondents. In addition, the researcher identified key informants and carried out interviews following the questionnaire.

Mugenda and Mugenda (2003) argues that a questionnaire entails a series of open-ended and closed-ended questions that prompt respondents to give answers responding to the scope of the research so that the researcher can arrive at some informed conclusions. The open-ended questions were integral to the information gathering of qualitative data since the respondents could respond in a free form on the space given in the questionnaire. On the contrary, closed-ended questions validated the information where respondents were asked to select a choice in options list.

3.6 Validity and Reliability of Research Instrument

3.6.1 Validity of the Instruments

Data validity is the degree that explains the study results which represents the aspects under study, and thus gauging the results as meaningful, accurate, and free from interference given that the data is valid (Kothari & Garg, 2019). The investigator utilized content validity as opposed to face validity since it evaluates how well the collected data represents all the aspects of the study topic. Assessing the content validity is more systematic and relied on the researcher's evaluation of the data collected comparing to the research objectives for informed conclusion. In addition, the content validity helped understand and define predictor and dependent constructs in the investigation through the cause-and-effect relationship. Further, to improve the study internal

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validity, randomization and experimental manipulation of the respondents and independent variables was taken into consideration. On the other hand, reliability defines the research credibility of instruments and in their ability to bring trustworthy and positive data (Creswell, 2014).

In data validity, the investigator mostly relied on the method of data collection that brought forward the valid data for analysis, conclusions, and recommendations relating to the relationship found on the strategy implementation influence on CDF projects' performance in Masinga Constituency, Machakos County.

3.6.2 Reliability of the Instruments

Reliability entails quantifying the degree to which an instrument in research yields unchanged results even after repeated data trials (Mugenda & Mugenda, 2003). To enhance the study's reliability, Cronbach's alpha was used in reliability assessment by comparing the shared variance or covariance of the data from respondents. For nominal or ordinal data, the Cronbach's alpha showed the inter-raters or observers indicating the reliability. Besides, the investigation conducted a pilot study prior to the actual time of collecting the data to test the instrument's reliability on collecting the information needed for the scrutiny. The similar information was gathered from the other respondents sampled for the survey. The study selected ten percent of the sample size to take part in the study. Therefore, the study used a total of 14 respondents who were randomly selected for piloting. The threshold for Cronbach alpha was 0.7 such that all variables with values of at least 0.7 were treated as reliable.

3.7 Data Analysis methods

Data analysis is the step-by-step categorization ensuring interpretation and order structures to the raw data collected from respondents (Kothari & Garg, 2019). Quantitative data was analyzed via the descriptive analysis, which bring out the analysis of the distribution measures of central tendency. The mode, mean, and median of the data was replicated in tables and graphical representations. The method outlined simple summaries and analysis regarding the sample. The graphics analysis as well as quantitative method formed the basis of almost in every analysis of

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the information collected. With descriptive statistics, the research simply described the data and was tabulated in data tables (Mugenda & Mugenda, 2003).

Additionally, the qualitative data analysis method employed was the content analysis to examine questions, responses of open-ended nature from the key respondents from the interviews. In general, the conclusions drawn from qualitative data spread beyond the direct data alone reflecting the associations that established conclusions and themes to be arrived at and further strengthen the numerical data. The qualitative method was used to explain the correlation coming from the collected data as well as strengthen analysis drawn from the quantitative data. This mode of analysis linked the simultaneous effects and interrelationship of the predictor variables and dependent variable.

The study also used inferential analysis including regression and correlation analysis. Correlation analysis was used to assess the nature and direction of the association between the predictor variables and performance. On the other hand, multiple linear regression model was utilized to determine the association between variables. The study employed the following multiple linear regression model.

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_{it}}$$

Where:

Y = Performance

X_1 = Communication

X_2 = Leadership Obligations

X_3 = Monitoring

X_4 = Resource allocation

Where;

β_0 = the constant term

β_i = 1….4 (coeffficients)

(Y) –Dependent variable

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Predictor variables- X_1, X_2, X_3 and X_4,.

(ϵ) –error term

3.9 Ethical Considerations

Prior to conducting the interviews, the researcher obtained informed consent from the respondents and held that confidentiality and ethical regulations will be followed if the data is to be shared with any third party. The study followed the ethical principles, as required in the scientific research such as referencing to avoid plagiarism and also obtained ethical clearance letter from ISERC. Besides, the study observed honesty where it reported on the results obtained, data collected, methods, and the procedures to be used with no misrepresenting, fabricating, or falsifying it. The study also strived to ensure zero bias in data interpretation, analysis, and in the experimental design by ensuring objectivity as a primary ethical issue (Kothari & Garg, 2019). Furthermore, the researcher made a formal request for the research permit from the National Commission for Science, Technology, and Information (NACOSTI) which facilitated smooth collection of data from the respondents in CDF Masinga Constituency.

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CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and discussion of results. The chapter presents the statistical method used to analyze data collected in to results - test hypothesis. Data analysis was conducted according to the study research objectives from which interpretations of results were carried out. The general objective of this study was to establish the influence of strategy implementation and performance of CDF projects in Masinga Constituency, Machakos County. Specifically, the study sought to: establish the influence of communication on performance of CDF projects in Masinga Constituency, investigate the influence of leadership obligations on the performance of CDF projects in Masinga Constituency, establish influence of monitoring on the performance of CDF in Masinga Constituency and assess the effect of resource allocation on the performance of CDF projects in Masinga Constituency. The section was presented as follows: response rate, demographic information, validity and reliability analysis, descriptive analysis and inferential analysis.

4.2 Response Rate

The study targeted the CDF project committee members, CDF management staff (project managers), members of the community, and key opinion leaders (local politicians, business owners, and educators) in Masinga Constituency. From this population, a sample size of 138 respondents was obtained made up of 25 CDF management staff, 58 community members, 20 opinion leaders and 35 constituency development committee's members in Masinga Constituency. Table 6 outlines the study's response rate.

Table 4.1: Respondents' Response Rate

Questionnaire	Response	Response Rate
Returned	135	97.8%
Not Returned	3	2.2%

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Total	**138**	**100%**

The findings in Table 4.1 illustrate a high response rate for the study, where out of the 138 questionnaires issued to the sampled participants, 135 were completed and returned, representing a response rate of 97.8%. Only 3 questionnaires were not returned, accounting for 2.2% of the total sample. This high response rate is associated to the effective administration and collection of the research instruments, which likely encouraged the respondents to participate and complete the questionnaires. Comparing this response rate to similar studies, it is evident that a response rate of 97.8%. According to Lund (2023), a response rate of 60% is deemed sufficient, while Komasawa and Yokohira (2024) suggest a minimum return rate of 50% for the data to be considered adequate for analysis and reporting. The response rate achieved in this study surpasses these benchmarks, indicating a good sample representation, which enhances the reliability and generalizability of the study' results. This ensures that the data collected is representative of the target population, thereby reducing potential bias and allowing for meaningful generalization to the broader context of the CDF project committee members, CDF management staff, community members, and key opinion leaders in Masinga Constituency.

4.3 Reliability and validity results

The questionnaires were subjected to pilot testing before being administered. The pilot test proportion was 10 per cent of the sample size (Kothari, 2010). The sample size subjects were conveniently selected from the population of interest. A pilot study is performed to gauge the suitability of the research instrument in collecting the desired information and measuring conformity to the acceptable protocols. The instrument is then reviewed based on the results of the pilot to ensure that the tool adequately articulates the study objectives.

4.3.1 Reliability Test

Reliability refers to the consistency in responses and the extent to which the instrument yields consistent results when administered severally under similar conditions. The Cronbach's alpha was used to test the study's reliability and measure the consistency of the research tool. Field, (2005) indicated that the sum of the partial correlation which yields a correlation that is close to 1 and greater than 40 implies that the tool is suitable for measuring the association between the

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various constructs under investigation. According to Sekaran (2003), a reliable instrument suggests the reliability of the instrument. According to Sekaran (2008), a Cronbach's alpha reliability value of below 0.5 was considered poor; 0.7, moderately reliable, 0.8 is acceptable while anything above 0.8 is viewed as good. Table 4.2 below outlines the reliability results.

Table 4.2: Reliability Analysis

Variable	Number of items	Cronbach alpha	Comment
Communication	4	0.828	Reliable
Leadership Obligations	5	0.867	Reliable
Monitoring	4	0.764	Reliable
Resource Allocation	5	0.746	Reliable

Table 4.2 demonstrates that all the variables used in the study achieved good reliability and internal consistency (alpha values greater than 0.7), as depicted by their respective Cronbach alpha values. Communication, consisting of four items, exhibited a Cronbach alpha of 0.828, confirming reliable inter-item consistency. Leadership obligations, with five items, showed a high reliability with a Cronbach alpha of 0.867. Monitoring, which also comprised four items, had a Cronbach alpha of 0.764, indicating acceptable reliability. Lastly, resource allocation, with five items, produced a Cronbach alpha of 0.746, also falling within the reliable range. These results suggest that the questionnaire used in the study consistently measured the intended variables, ensuring the reliability of the data collected and supporting the validity of the study's conclusions.

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4.3.2 Validity Test

Content validity was performed to access the instrument's suitability in measuring the study variables. Content validity uses theoretical constructs to determine whether the indicators used to measure the variables are valid are will yield accurate results. The pre-test sample was ten percent of the respondents. The piloted respondents were not included in the actual study.

Apart from content analysis, Kaiser-Meyer-Olkin (KMO) was employed to ascertain whether the responses garnered were valid. For the data to be considered valid and suitable for statistical

analysis, the KMO should be more than 0.5 (Field, 2013). The Bartlett's Test of Sphericity and KMO results are summarized in Table 4.3.

Table 4.3: Validity Test

Variable	KMO	Significance
Communication	0.780	.000
Leadership Obligations	0.842	.000
Monitoring	0.712	.000
Resource Allocation	0.789	.000

The findings in Table 4.3 indicate that the KMO statistic for all the variables exceeded the 0.5 threshold, confirming that the data set is valid and suitable for statistical analysis (Field, 2013). Specifically, the KMO values for Communication (0.780), Leadership Obligations (0.842), Monitoring (0.712), and Resource Allocation (0.789) were all above the recommended cutoff point of 0.5. Moreover, Bartlett's Test of Sphericity was significant for all variables, with a significance level of .000 ($p < .05$) as shown in Table 4.3. These findings provide strong validation for proceeding with further statistical analysis, ensuring that the data collected are appropriate for examining the relationships among the study variables.

4.4 General and Demographic Information

The participant's demographic data was captured to understand the specific attributes of the respondents and gauge their suitability in responding to the issues under investigation. According to Fer (2012), although demographic information cannot be compromised, scholars can explain the associations between them and study variables. Table 4.4 outlines the demographic characteristics of the participants.

Table 4.4: Demographic Characteristics

Variable	Frequency	Percentage
Gender		
Female	52	38.5
Male	83	61.5
Total	**135**	**100**

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Age		
18-25 years	22	16.3
26-35 years	50	37
36-40 years	46	34.1
41-50 years	17	12.6
Total	**135**	**100**
Highest Level of Education		
Primary	21	15.6
Secondary	38	28.1
College	23	17
University	53	39.3
Total	**135**	**100**

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The demographic participants of the respondents, as presented in Table 4.4 shows that 61.5% of the respondents were male, while 38.5% were female. This gender imbalance suggests that men are more involved in the management and decision-making processes of the Constituency Development Fund (CDF) projects in Masinga Constituency. The lower participation of women could have implications for the inclusiveness and diversity of perspectives in strategy implementation, potentially affecting how well the projects address the needs of the entire community.

In terms of age distribution, the majority of those tallied were between the ages of 26 and 40 years, with those aged 26-35 years making up 37% and those aged 36-40 years comprising 34.1%. The relatively high representation of respondents in this age bracket indicates that the active workforce is predominantly involved in the CDF projects. This implies that the strategies implemented are likely influenced by the perspectives and experiences of younger and middle-aged adults, who may bring innovative approaches to project management and implementation. However, the lower representation of older individuals (12.6% aged 41-50 years) implies that the projects are likely benefiting from the wisdom and experience of older community members to balance youthful innovation with seasoned insights.

Regarding educational attainment, the respondents' levels of education varied, with the majority (39.3%) holding a university degree, followed by those with secondary education (28.1%), college education (17%), and primary education (15.6%). The high proportion of respondents

with university education suggests that a significant number of participants in the CDF projects have a strong educational background, which possibly positively influence the effectiveness of strategy implementation. Educated individuals are likely to have better analytical skills, leading to more informed decision-making processes. However, the presence of respondents with only primary or secondary education highlights the need for inclusive communication strategies to ensure that all members, regardless of their educational background, fully understand and contribute to the implementation of the projects. This diversity in educational attainment points to the importance of tailoring strategies to accommodate varying levels of understanding among the stakeholders.

4.5 Descriptive Statistics Analysis

This section presents descriptive analysis outcome for all the variables including communication, leadership obligations, monitoring, resource allocation and performance.

4.5.1 Communication

The first objective of the study was to establish the influence of communication on performance of CDF projects in Masinga Constituency. The participants were asked to give their opinions on whether communication was influencing strategy implementation and performance of CDF projects or not. Their responses were as shown in Figure 4.1.

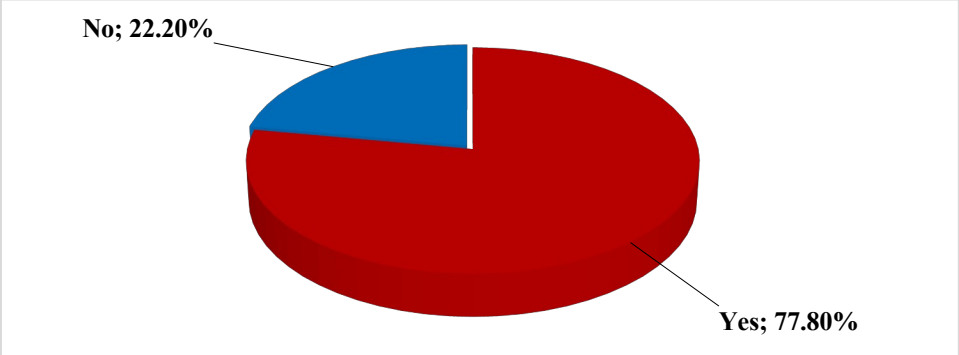


Figure 4.1: Opinion on Influence of Communication

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The results indicate that majority of respondents (77.8%) believe that communication had influence on the strategy implementation and performance of Constituency Development Fund (CDF) projects in Masinga Constituency. This high percentage points to the critical role that effective communication plays in ensuring the success of these projects. The relatively small portion of respondents (22.2%) who did not see communication as influential suggests that there may be areas where communication practices can be further improved.

The participants were also asked to rate their concurrence or disagreement on statements related to communication. The findings were as depicted in Table 4.5. The Likert scale below was used: ***(5-Strongly Agree, 4-Agree, 3-Slightly agree, 2-Disagree, and 1-Strongly Disagree).***

Table 4.5: Descriptive Statistics on Communication

Statement	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Std. Dev.
Communication improves the team coordination and collaboration during strategy implementation in Masinga CDF projects	5.20%	3.70%	11.90%	28.10%	51.10%	4.16	1.108
There are proper communication channels to support strategy implementation on Masinga CDF projects	3.70%	10.40%	11.90%	24.40%	49.60%	4.06	1.17
Staff have good communication and sharing of information on strategy implementation of Masinga CDF projects	3.70%	3.70%	20.00%	17.00%	55.60%	4.17	1.103
Communication has influenced performance of Masinga CDF projects	5.20%	12.60%	15.60%	23.70%	43.00%	3.87	1.245
Overall						**4.06**	**1.157**

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The results in Table 4.5 indicated that most (28.10%+51.10%=79.2%) of the participants concurred that communication improved team coordination and collaboration during strategy implementation in Masinga CDF projects (Mean = 4.16, SD = 1.108). This suggests that respondents strongly believe in the positive impact of communication on teamwork within these projects. The low standard deviation shows agreement among the respondents, implying that most of them experienced enhanced coordination and collaboration due to effective communication.

Similarly, 74.0% of respondents agreed that there were proper communication channels to support strategy implementation in Masinga CDF projects (Mean = 4.06, SD = 1.17). The mean value reflects that most of the respondents were agreeing, signifying that most respondents perceived the communication channels as adequate and functional. The slightly higher standard deviation shows some differences in responses, indicating that while the majority found the communication channels effective, a few respondents may have had differing experiences.

In terms of staff communication and information sharing, 72.6% of respondents agreed that staff had good communication and sharing of information on strategy implementation of Masinga CDF projects (Mean = 4.17, SD = 1.103). The high mean value points to a general agreement that communication among staff was effective, facilitating the smooth implementation of strategies. The standard deviation further suggests that this perception was consistently shared among the respondents, indicating a reliable communication process within the projects.

Finally, most (66.7%) of the participants concurred that communication had influenced the performance of Masinga CDF projects (Mean = 3.87, SD = 1.245). Although the mean is slightly lower than the other statements, it still shows a positive perception of the role of communication in project performance. The higher standard deviation here suggests a broader range of responses, implying that while many respondents recognized the influence of communication, there was more variability in their level of agreement. The average mean of 4.06 across all statements indicates a strong agreement among respondents that communication is an important factor in the performance of Masinga CDF projects, with standard deviations generally reflecting consistent responses across the board. These findings imply that effective communication

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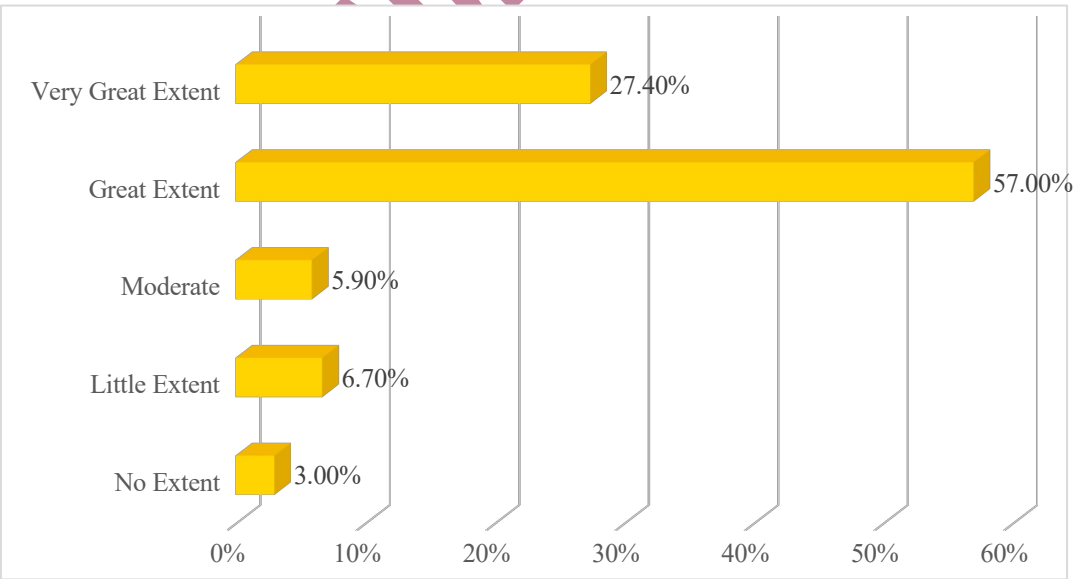
significantly contributes to the successful implementation and performance of CDF projects in Masinga Constituency.

The respondents were further asked to indicate how else communication was able to influence performance of Masinga CDF projects. In response, majority of them explained that;

> *Effective communication enhances transparency and accountability in project management, allowing for timely updates on project progress. Additionally, clear communication facilitates better coordination among stakeholders, which minimized misunderstandings and delays. Some respondents also highlighted that open channels of communication encouraged community involvement and feedback, which helped in identifying and addressing challenges more efficiently, thereby improving overall project performance.*

4.5.2 Leadership Obligations

The second research objective was to investigate the influence of leadership obligations on the performance of constituency development fund projects in Masinga Constituency. The participants were asked to indicate the extent to which they would rate the level of leadership commitment influencing the performance of Masinga CDF projects. Their responses are shown in Figure 4.2.



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Figure 4.2: Level of Leadership Commitment

The findings show that more than half of those tallied (57%) believed that leadership commitment influences the performance of CDF projects in Masinga Constituency to a great extent, with an additional 27.4% indicating a very great extent. This suggests that nearly 85% of the respondents perceive strong leadership as critical to the success of these projects. Only a small fraction of respondents rated the influence of leadership commitment as moderate (5.9%), little (6.7%), or none at all (3%). These findings indicate the essence of leadership obligations in driving the performance of CDF projects, pointing that effective leadership is widely recognized as a key factor in achieving successful project outcomes.

The participants were asked to rate their consensus or otherwise on statements associated with leadership obligations. The output is depicted in Table 4.6.

Table 4.6: Descriptive Statistics on Leadership Obligations

Statement	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Std. Dev.
The leadership's commitment to strategic implementation in itself is the most integral aspect on the performance of Masinga CDF projects	2.20%	7.40%	29.60%	30.40%	30.40%	3.79	1.03
The leadership has demonstrated its willingness to support strategy implementation to improve Masinga CDF projects' performance	3.00%	5.20%	35.10%	27.60%	29.10%	3.75	1.031
The top leadership has not spared any effort to ensure employees on ideas for effective strategy implementation are in place for CDF projects	8.20%	15.70%	27.60%	26.10%	22.40%	3.39	1.226
Lack of support of top leadership is the inhibiting factor in strategy implementation	2.20%	7.40%	29.60%	31.10%	29.60%	3.79	1.025

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resulting to poor performance of CDF projects							
Lack of commitment among the managers to performing their role to lead other employees results to lack of guidance on implementation strategies and therefore low performance of CDF projects in Masinga	6.70%	7.40%	23.00%	39.30 %	23.70%	3.66	1.12 1
Overall						**3.67**	**1.07**

Based on the descriptive output in Table 4.6, most (60.8%) of the participants concurred that the leadership's commitment to strategic implementation is the most integral aspect of the performance of Masinga CDF projects (Mean = 3.79, SD = 1.03). The mean value suggests that respondents generally believe in the critical role of leadership commitment in driving project performance. The standard deviation indicates a consistent agreement among respondents, highlighting the perceived importance of leadership dedication to strategic implementation. Similarly, 56.7% of respondents agreed that the leadership has demonstrated its willingness to support strategy implementation to improve the performance of Masinga CDF projects (Mean = 3.75, SD = 1.031). This high level of agreement reflects a positive perception of the leadership's proactive support in implementing strategies. The low standard deviation suggests that most respondents consistently viewed the leadership as supportive, reinforcing the idea that leadership plays a vital role in the success of these projects.

In terms of top leadership efforts, 48.5% of respondents agreed that the top leadership has not spared any effort to ensure employees have the necessary ideas for effective strategy implementation in CDF projects (Mean = 3.39, SD = 1.226). Although the mean is lower compared to other statements, it still indicates a moderate level of agreement. However, the higher standard deviation suggests more variability in responses, indicating that while many respondents recognized the efforts of the top leadership, there were differing opinions on the effectiveness and adequacy of these efforts. In addition, 60.7% of respondents agreed that a lack

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of support from top leadership is an inhibiting factor in strategy implementation, leading to poor performance of CDF projects (Mean = 3.79, SD = 1.025).

Similarly, most (63.0%) agreed that a lack of commitment among managers to their leadership roles results in inadequate guidance on implementation strategies, thereby contributing to lower performance in Masinga CDF projects (Mean = 3.66, SD = 1.121). Both statements had high mean values, indicating a strong agreement among respondents that leadership support and commitment are crucial for the successful performance of CDF projects. The relatively low standard deviations suggest consistent responses, further underscoring the significance of leadership obligations in the performance of these projects. The overall mean of 3.67 across all statements suggests a solid agreement among respondents on the importance of leadership obligations in influencing the performance of Masinga CDF projects. The findings imply that leadership commitment, support, and effective guidance are essential for the successful implementation and performance of these projects. The consistent agreement among respondents also indicates that leadership obligations are widely recognized as critical factors in ensuring the success of CDF initiatives in the constituency.

In addition to the Likert scale statements, the respondents were asked to describe top leadership's commitment of the Masinga CDF. Most of the respondents narrated that:

> *The leadership demonstrates inconsistent commitment, often prioritizing projects based on political interests rather than community needs. Some mentioned that while there were occasional efforts to engage with the community and monitor project progress, these actions were irregular and lacked sustained follow-through. Others pointed out that the leadership's involvement was more visible during election periods, which raised concerns about the long-term dedication to improving the performance and sustainability of CDF projects in the constituency.*

4.5.3 Monitoring

The third research objective was to establish influence of monitoring on the performance of constituency development fund projects in Masinga Constituency. The respondents were asked

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to indicate whether in their opinions, monitoring of the CDF projects in Masinga Constituency influence their overall performance or not. The responses were as shown in Figure 4.3.

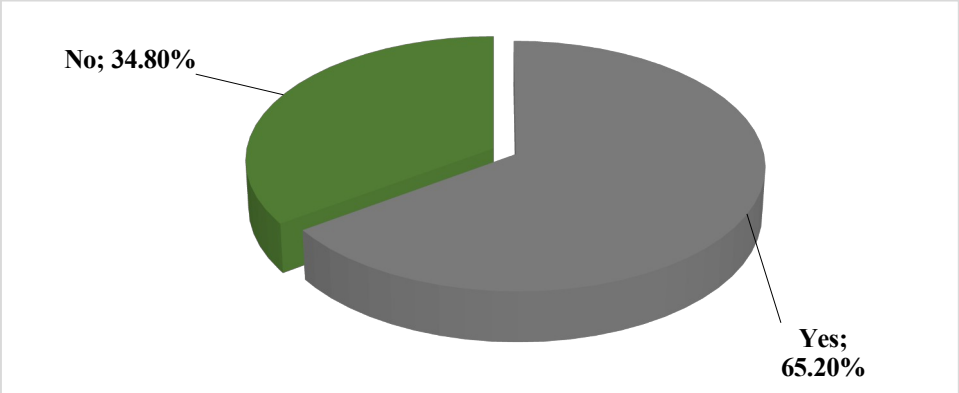


Figure 4.3: Opinion on Influence of Monitoring

The results show that most participants (65.2%) believe that monitoring has a positive influence on the performance of Constituency Development Fund (CDF) projects in Masinga Constituency. This suggests that most participants recognize the importance of regular and effective monitoring in ensuring that projects are executed as planned and achieve their desired outcomes. However, a significant portion of respondents (34.8%) do not see monitoring as influential on project performance, indicating that there may be challenges or gaps in the current monitoring processes that need to be addressed.

The participants were further asked to rate their concurrence or disagreement statements related to monitoring. The findings are depicted in Table 4.7.

Table 4.7: Descriptive Statistics on Monitoring

Statement	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Std. Dev.
Monitoring affects strategy implementation and performance of Masinga CDF projects	3.70%	8.90%	22.20%	36.30%	28.90%	3.78	1.077
Monitoring helps the CDF project staff become more efficient and effective	11.20%	6.70%	19.40%	22.40%	40.30%	3.74	1.349
The schedule of monitoring of CDF	6.70%	5.20%	20.10%	26.90%	41.00%	3.90	1.194

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projects enables sharing of vital information the project implementing staff to resolve issues affecting the projects							
Monitoring can be hindrance to strategy implementation and lead to poor performance of CDF Projects	3.70%	3.70%	14.20%	36.60%	41.80%	4.09	1.022
Overall						**3.88**	**1.16**

The results in Table 4.7 indicated that majority (65.2%) of the respondents agreed that monitoring affects strategy implementation and the performance of Masinga CDF projects (Mean = 3.78, SD = 1.077). This mean value suggests that respondents generally perceive monitoring as a crucial factor in influencing project outcomes. The relatively low standard deviation indicates a consistent agreement among respondents, highlighting the importance of monitoring in the effective implementation of strategies within the CDF projects. Similarly, 62.7% of respondents agreed that monitoring helps the CDF project staff become more efficient and effective (Mean = 3.74, SD = 1.349). The mean value reflects a strong belief in the positive impact of monitoring on staff performance. However, the slightly higher standard deviation shows some differences in responses, indicating that while a majority of respondents recognized the benefits of monitoring, there were differing levels of agreement on its effectiveness in improving staff efficiency.

In terms of the monitoring schedule, 67.9% of respondents agreed that the schedule of monitoring enables the sharing of vital information among project implementation staff, helping to resolve issues affecting the projects (Mean = 3.90, SD = 1.194). The high mean value here indicates a strong consensus on the role of monitoring in facilitating communication and problem-solving within the projects. The standard deviation, though slightly higher, still suggests a general consistency in responses, reinforcing the idea that structured monitoring is beneficial for project management. In addition, majority (78.4%) of respondents agreed that monitoring can be a hindrance to strategy implementation and may lead to poor performance of CDF projects if not conducted appropriately (Mean = 4.09, SD = 1.022). This high mean value signifies a strong

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agreement that improper monitoring can have negative consequences on project performance. The relatively low standard deviation suggests a consistent perception among respondents about the potential drawbacks of monitoring when it is not effectively managed.

Overall, the average mean of 3.88 across all statements indicates a strong agreement among respondents that monitoring plays a critical role in the performance of Masinga CDF projects. The findings imply that while monitoring is essential for improving efficiency and communication, it must be carefully managed to avoid becoming a hindrance to strategy implementation. The consistent agreement among respondents highlights the importance of effective monitoring practices in ensuring the success of CDF initiatives in the constituency.

4.5.4 Resource Allocation

The fourth research objective was to assess the effect of resource allocation on the performance of CDF projects in Masinga Constituency. The respondents were asked to rate their concurrence or disagreement in statements relating to resource allocation. The results are depicted in Table 4.8.

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Table 4.8: Descriptive Statistics on Resource Allocation

Statement	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Std. Dev.
CDF staff participates in allocation of the resources from national government constituencies development fund (NGCDF) and other revenue sources according to priority	4.40%	3.70%	23.70%	29.60%	38.50%	3.94	1.084
Whenever resources are not sufficient, allocation is done according to projects' prioritizing	5.90%	8.90%	14.80%	35.60%	34.80%	3.84	1.171
There is direct effect of resource allocation on implementation of strategies and performance	6.00%	6.00%	16.40%	40.30%	31.30%	3.85	1.114

of Masinga CDF projects							
All the resources allocated to the Masinga CDF projects are spent in prudent and accountable manner	2.20%	6.70%	14.90%	41.80%	34.30%	3.99	0.985
All the physical resources required have been adequately been provided to the staff in Masinga CDF projects	3.00%	8.10%	21.50%	27.40%	40.00%	3.93	1.101
Overall						**3.91**	**1.09**

It is evident from the results in Table 4.8 that majority (68.1%) of the respondents agreed that CDF staff participate in the allocation of resources from the National Government Constituencies Development Fund (NGCDF) and other revenue sources according to priority (Mean = 3.94, SD = 1.084). The mean value suggests that respondents generally perceive the involvement of CDF staff in resource allocation as crucial to ensuring that funds are directed towards prioritized projects. The standard deviation indicates a consistent agreement among respondents, reflecting a shared understanding of the importance of staff participation in resource allocation processes. Similarly, majority (70.4%) of the respondents agreed that whenever resources are not sufficient, allocation is done according to project prioritization (Mean = 3.84, SD = 1.171). This mean value reflects a strong belief in the systematic approach to resource allocation when resources are limited. The standard deviation suggests some variability in responses, indicating that while a majority of respondents agree with the prioritization process, there are differing opinions on its effectiveness.

In terms of the direct effect of resource allocation on strategy implementation and performance, 71.6% of respondents agreed that resource allocation directly influences the implementation of strategies and the performance of Masinga CDF projects (Mean = 3.85, SD = 1.114). The mean value suggests that respondents strongly believe in the critical role of resource allocation in achieving project success. The standard deviation, while slightly higher, still indicates a general consistency in responses, reinforcing the perceived importance of effective resource allocation. Additionally, 76.1% of respondents agreed that all the resources allocated to Masinga CDF

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projects are spent in a prudent and accountable manner (Mean = 3.99, SD = 0.985). The high mean value reflects a strong agreement among respondents that resource management practices are both prudent and accountable, which is essential for the successful implementation of projects. The relatively low standard deviation indicates a consistent perception among respondents, suggesting widespread confidence in the responsible use of allocated resources.

Finally, 67.4% of respondents agreed that all the physical resources required have been adequately provided to the staff in Masinga CDF projects (Mean = 3.93, SD = 1.101). The mean value indicates a general agreement that the necessary physical resources are available to staff, which is crucial for project implementation. The slightly higher standard deviation shows some differences in responses, implying that while the majority of respondents feel adequately resourced, a few may have differing views on the sufficiency of these resources. The overall mean of 3.91 across all statements indicates a strong agreement among respondents that resource allocation significantly impacts the performance of CDF projects in Masinga Constituency. The findings imply that effective and prioritized resource allocation, along with prudent management, is essential for the successful implementation and performance of these projects. The consistent agreement among respondents highlights the importance of resource allocation in ensuring the effectiveness and sustainability of CDF initiatives.

The respondents were further asked to indicate if in their opinions resource allocation had significant impact implementation of strategies and performance of Masinga CDF projects or not. They responded by saying that:

> *Resource allocation is indeed critical to project success. Inadequate or delayed allocation of resources often leads to project delays, incomplete work, or poor-quality outcomes. Additionally, they noted that when resources were properly allocated and distributed in a timely manner, projects were more likely to meet their goals and deliver tangible benefits to the community. Some respondents also mentioned that misallocation or misuse of resources was a significant challenge, hindering the effective implementation of strategies and overall project performance.*

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4.6 Inferential Analysis Results

This section presents both correlation and regression results on the influence of strategy implementation and performance of constituency development fund projects in Masinga Constituency, Machakos County.

4.6.1 Correlation Analysis Results

Correlation analysis refers to a statistical approach utilized measure the strength of the relationship between the quantitative variables. A high correlation value implies a strong correlation between two or more variables whereas a weak correlation suggests no relationship. The outcome of a correlation analysis is a correlation coefficient with values ranging between -1 to +1. A correlation coefficient of +1 implies perfect linear correlation among the two variables while a coefficient of -1 suggest perfect negative linear correlation. A correlation coefficient of 0 suggests no linear association between the two variables under investigation (Gogtay & Thatte, 2017).

This study conducted correlation analysis to ascertain the nature and the strength of the association between communication, leadership obligations, monitoring, resource allocation and performance of CDF projects in Masinga Constituency, Machakos County. Coefficient correlation was calculated and utilized to test the correlation among the predictor variables and whether there is any association between the independent and dependent variables. The correlation results were as depicted on Table 4.9.

Table 4.9: Correlation Matrix

		Performance	Communication	Leadership Obligations	Monitoring	Resource Allocation
Performance	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Communication	Pearson Correlation	.796**	1.000			
	Sig. (2-tailed)	0.000				
Leadership Obligations	Pearson Correlation	.706**	.596**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Monitoring	Pearson	.722**	.549**	.468**	1.000	

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	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000		
Resource Allocation	Pearson Correlation	.669**	.543**	.419**	.498**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

** Correlation is significant at the 0.01 level (2-tailed).

Based on the correlation analysis results in Table 4.9, there was a strong positive and significant association between communication and the performance of CDF projects in Masinga Constituency ($r = 0.796$, $p < 0.01$) at the 1% level of significance. This means that effective communication is strongly associated with better performance of CDF projects. This finding is consistent with research by Nguyen and Tran (2020), which found that clear and consistent communication is crucial in project management, as it enhances coordination, reduces misunderstandings, and improves overall project outcomes.

The investigation established a strong positive and significant nexus between leadership obligations and performance ($r = 0.706$, $p < 0.01$) at the 1% level of significance. This suggests that leadership obligations, including commitment and support, are significantly related to the performance of CDF projects. This is consistent with the findings of a study by Avolio and Bass (2004), which pointed out that transformational leadership positively influences project success through enhanced employee motivation and effective decision-making.

Similarly, the results show that there exists a strong positive and significant nexus between monitoring and performance ($r = 0.722$, $p < 0.01$) at the 1% level of significance. This indicates that regular and thorough monitoring is strongly linked to improved performance of CDF projects. This finding is in agreement with the conclusions drawn by Kerzner (2017), who emphasized that monitoring is critical in identifying potential issues early, ensuring that projects stay on track and meet their objectives.

Additionally, the investigation established a positive and significant association between resource allocation and performance ($r = 0.669$, $p < 0.01$) at the 1% level of significance. This suggests that proper resource allocation is significantly associated with the performance of CDF projects. This result corroborates the findings of Turner and Müller (2005), who observed that

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optimal resource allocation is essential for the timely and successful completion of projects, as it ensures that all necessary resources are available when needed.

The interdependencies between the independent variables were also significant, indicating that communication, leadership obligations, monitoring, and resource allocation are interrelated. For instance, there was a significant positive correlation between communication and leadership obligations ($r = 0.596$, $p < 0.01$), as well as between monitoring and leadership obligations ($r = 0.468$, $p < 0.01$). These results demonstrate that the effective performance of CDF projects in Masinga Constituency is not only influenced by each of these factors individually but also by how they interact and supports each other. The significant correlations point to the importance of integrating strong communication, leadership, monitoring, and resource allocation practices to enhance project performance comprehensively.

4.6.2 Regression Analysis Results

A regression analysis was also performed to establish the statistical significance and association between strategy implementation and performance of constituency development fund projects in Masinga Constituency, Machakos County. Tables 4.10 shows model summary on the relationship between communication, leadership obligations, monitoring, resource allocation and performance of CDF projects in Masinga Constituency, Machakos County.

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Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911a	0.829	0.824	0.31277

a. Predictors: (Constant), Leadership Obligations, Resource Allocation, Communication Monitoring

The output in Table 4.10 shows a R^2 of 0.829 and an adjusted R^2 of 0.824 at a 95% significance level. The R squared value of 0.829 indicates that the predictor variables utilized in the investigation; communication, leadership obligations, monitoring, and resource allocation jointly explain 82.9% of the variation in the performance of CDF projects in Masinga Constituency. The

adjusted R squared of 0.824 indicates that when excluding the constant variable, the model explains 82.4% of the variation in project performance. The remaining 17.6% of the variation in the dependent variable is attributed to other factors that were not included in the current model. The ANOVA results were as depicted in Table 4.11.

Table 4.11: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.719	4	15.43	157.725	.000[b]
	Residual	12.717	130	0.098		
	Total	74.437	134			

a. Dependent Variable: Performance

b. Predictors: (Constant), Resource Allocation, Leadership Obligations, Monitoring, Communication

The ANOVA results in Table 4.11 indicate that the model adopted in this study was statistically significant in explaining the influence of communication, leadership obligations, monitoring, and resource allocation on the performance of CDF projects in Masinga Constituency. This is evidenced by a p-value of 0.000, which is well below the significance threshold of 0.05, indicating that the overall model is significant. The F statistic of 157.725 further confirms the model's statistical significance. These results suggest that the independent variables used in the study collectively have a significant influence on the performance of CDF projects in Masinga Constituency. The Coefficient results were as outlined below:

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Table 4.12: Regression of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.214	0.132		1.626	0.106
	Communication	0.319	0.045	0.361	7.041	0.000
	Leadership Obligations	0.246	0.043	0.264	5.687	0.000
	Monitoring	0.265	0.042	0.293	6.367	0.000

Resource Allocation	0.182	0.038	0.217	4.798	0.000

a. Dependent Variable: Performance

The regression model therefore became;

$Y = 0.214 + 0.319X_1 + 0.246X_2 + 0.265X_3 + 0.182X_4$

Where:

Y = Performance

X_1= Communication

X_2 = Leadership Obligations

X_3 = Monitoring

X_4= Resource Allocation

The regression coefficients in Table 4.12 show that communication had a positive and significant effect on the performance of constituency development fund projects in Masinga Constituency (β = 0.319, p = .000 < .05). The significance is reinforced by a computed t statistic of 7.041, which is greater than the critical t-statistic of 1.96, confirming the significance. The finding reveals that a unit improvement in communication results in an increase in project performance by 0.319 units. This underscores the critical role of effective communication in enhancing the performance of CDF projects. This is consistent with the conclusion made by Nilsson Petri and Westelius (2020) that, organizations act through communication to coordinate diverse resources and personnel towards achieving a particular strategy implementation, which inherently lessen the chances of any nonconformities that will prevail in the results anticipated after all.

Similarly, leadership obligations had a positive and significant effect on project performance (β = 0.246, p = .000 < .05). The significance is further evidenced by a t-statistic of 5.687, which exceeds the critical t-statistic of 1.96. The result suggests that a unit improvement in leadership obligations leads to an increase in project performance by 0.246 units. This finding highlights the importance of leadership commitment and support in driving the success of CDF projects. This

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concurs with the observations made by Ireri (2019) that the leadership obligations play an integral role on the implementation strategy and strategic direction of the organization. Undeniably, leadership obligation is a prerequisite for strategy implementation since it ushers top ownership and buy-in to the implementation process.

The results further revealed that monitoring had a positive and significant effect on project performance ($\beta = 0.265$, $p = .000 < .05$). The significance is further evidenced by a t-statistic of 6.367, which is greater than the critical t-statistic of 1.96, confirming its significance. The result indicates that a unit improvement in monitoring practices results in an increase in project performance by 0.265 units. This finding emphasizes the crucial role of regular and effective monitoring in ensuring the successful implementation of strategies within the projects. This finding supports the assertions by Mutinda (2023) that the success and completion of a project is etched on dynamic and complete project monitoring leading to intelligent decisions in project implementation and management. While monitoring is based on learning past successes and challenges, it zeros in the projects activities identifying the problems encountered during implementation and providing suitable solutions as informed by past project experiences (Wanjiku, 2022).

Additionally, resource allocation had a positive and significant effect on project performance ($\beta = 0.182$, $p = .000 < .05$). The significance is further evidenced by a t-statistic of 4.798, which is greater than the critical t-statistic of 1.96, further confirming the significance. The finding suggests that a unit boost in resource allocation results in an increase in project performance by 0.182 units. This finding underscores the importance of proper and prioritized allocation of resources in enhancing the performance of CDF projects. This is in agreement with the conclusion made by Mohamed and Mwasiaji (2023) that resource allocation explains the biggest percentage on performance. The study does not consider in-depth elements in resource allocation and therefore, does not share indicators of both resource allocation and performance, which leads to gaps in conceptualization.

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CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Presented in this chapter are the discussion of findings, conclusions on the basis of the findings, recommendations of the study and finally suggestions for further study. To begin with, the summary of the entire study is presented, this is followed by the conclusions and recommendations are presented as per objectives of the study.

5.2 Summary of the Findings of the Research Study

The aim of this study was to investigate the influence of strategy implementation on the performance of CDF projects in Masinga Constituency, Machakos County. The study was based on four specific objectives: to establish the influence of communication, leadership obligations, monitoring, and resource allocation on the performance of CDF projects in Masinga Constituency. The study targeted key stakeholders involved in CDF projects, including CDF project committee members, CDF management staff, community members, and key opinion leaders in Masinga Constituency. A sample size of 138 respondents was obtained from the target population, and data collection was conducted using both qualitative and quantitative methods. Quantitative data were analyzed using descriptive and inferential statistics with the aid of SPSS. The results were organized and presented in line with the research objectives, providing analysis on the relationships between strategy implementation and the performance of CDF projects in Masinga Constituency.

5.2.1 Communication and Performance

The study's first objective was to establish the influence of communication on performance of constituency development fund projects in Masinga Constituency. The study found that communication played a crucial role in the successful implementation and performance of CDF projects in Masinga Constituency. Majority of respondents agreed that effective communication improved team coordination and collaboration during strategy implementation, as evidenced by a high mean of 4.16 and a relatively low standard deviation of 1.108, indicating strong consensus among the respondents. Additionally, most of respondents believed that the communication channels in place were adequate and functional, further supporting the implementation process. This suggests that proper communication infrastructure is perceived as essential in facilitating the smooth execution of strategies within these projects.

The study also found that communication among staff and the sharing of information were deemed effective by most of the respondents, supporting the idea that internal communication is vital for successful project implementation. Moreover, most of respondents agreed that communication had a positive influence on the overall performance of the Masinga CDF

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projects, although this aspect showed slightly more variability in responses. The average mean of 4.06 across all communication-related statements indicates that communication is a critical factor in the performance of CDF projects in Masinga Constituency. These findings underscore the importance of effective communication in enhancing project outcomes and achieving strategic goals.

Correlation analysis results revealed a strong positive and significant association between communication and the performance of CDF projects in Masinga Constituency at the one percent level of significance. This implies that effective communication is strongly associated with better performance of CDF projects. This finding is consistent with research by Nguyen and Tran (2020), which found that clear and consistent communication is crucial in project management, as it enhances coordination, reduces misunderstandings, and improves overall project outcomes. In addition, regression analysis results showed that communication had a positive and significant influence on the performance of constituency development fund projects in Masinga Constituency ($\beta = 0.319$, $p = .000 < .05$) implying that a unit improvement in communication results in an increase in project performance by 0.319 units.

5.2.2 Leadership Obligations and Performance

The study's second objective sought to investigate the influence of leadership obligations on the performance of CDF projects in Masinga Constituency. The study found that leadership obligations are a critical factor in the performance of CDF projects in Masinga Constituency. Majority of respondents agreed that leadership commitment to strategic implementation is the most integral aspect of project performance, with a mean value of 3.79 and a standard deviation of 1.03. This suggests that respondents strongly believe in the importance of leadership dedication in driving successful outcomes for CDF projects. Additionally, most of respondents agreed that leadership has demonstrated its willingness to support strategy implementation, further improving project performance. The consistent agreement reflected in the low standard deviations highlights the perception that proactive most of respondents agreed that top leadership has made significant efforts to equip employees with the necessary ideas for effective strategy implementation, there was more variability in responses, indicating mixed opinions on the adequacy of these efforts. However, most of respondents identified a lack of top leadership

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support as a key inhibiting factor in strategy implementation, leading to poor project performance. Furthermore, most agreed that a lack of commitment among managers to their leadership roles results in inadequate guidance, negatively impacting the performance of CDF projects. These findings points to the crucial role of leadership support and commitment in the successful implementation of strategies and the overall performance of CDF projects in Masinga Constituency. The overall mean of 3.67 across all leadership-related statements indicates strong agreement among respondents on the importance of leadership obligations in influencing project outcomes.

The study also conducted correlation analysis and found a strong positive and significant association between leadership obligations and performance at the one percent level of significance. This suggests that leadership obligations, including commitment and support, are significantly related to the performance of CDF projects. This is consistent with the findings of a study by Avolio and Bass (2004), which pointed out that transformational leadership positively influences project success through enhanced employee motivation and effective decision-making. Moreover, regression analysis revealed that leadership obligations had a positive and significant effect on project performance. The result suggests that a unit improvement in leadership obligations leads to an increase in project performance by 0.246 units. This finding highlights the importance of leadership commitment and support in driving the success of CDF projects.

5.2.3 Monitoring and Performance

The study sought to establish influence of monitoring on the performance of constituency development fund projects in Masinga Constituency. The study found that monitoring is a crucial factor in the successful implementation and performance of CDF projects in Masinga Constituency. A majority of respondents agreed that monitoring significantly affects strategy implementation and project outcomes, with a mean value of 3.78 and a standard deviation of 1.077. This suggests that respondents generally perceive monitoring as essential for the effective execution of strategies within CDF projects. The relatively low standard deviation indicates consistent agreement among respondents, emphasizing the critical role of monitoring in ensuring project success.

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Furthermore, most of respondents agreed that monitoring helps CDF project staff become more efficient and effective. Although there was some variability in responses, as indicated by the slightly higher standard deviation, the overall consensus suggests that monitoring positively impacts staff performance. Additionally, most of respondents agreed that a structured monitoring schedule facilitates the sharing of vital information among project staff, aiding in the resolution of issues that affect project implementation. This high mean value reflects strong agreement on the importance of monitoring in communication and problem-solving within the projects.

However, the study also revealed that most of respondents believed that monitoring could become a hindrance to strategy implementation and lead to poor project performance if not conducted properly. This finding underscores the potential negative consequences of improper monitoring, highlighting the need for careful management of monitoring practices. The average mean of 3.88 across all statements indicates that respondents strongly agree on the critical role of monitoring in the performance of Masinga CDF projects. The findings imply that while monitoring is essential for improving efficiency and communication, it must be managed effectively to prevent it from becoming a barrier to successful strategy implementation.

Correlation results revealed a strong positive and significant association between monitoring and performance at the one percent level of significance. This indicates that regular and thorough monitoring is strongly linked to improved performance of CDF projects. This finding is in agreement with the conclusions drawn by Kerzner (2017), who emphasized that monitoring is critical in identifying potential issues early, ensuring that projects stay on track and meet their objectives. In addition to the correlation analysis, regression analysis results revealed that monitoring had a positive and significant influence on project performance. The result indicates that a unit improvement in monitoring practices results in an increase in project performance by 0.265 units. This finding emphasizes the crucial role of regular and effective monitoring in ensuring the successful implementation of strategies within the projects.

5.2.4 Resource Allocation and Performance

The fourth specific objective of this study was to assess the effect of resource allocation on the performance of constituency development fund projects in Masinga Constituency. The study

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found that resource allocation plays a significant role in the performance of Constituency Development Fund (CDF) projects in Masinga Constituency. A majority of respondents agreed that CDF staff actively participate in the allocation of resources from the National Government Constituencies Development Fund (NGCDF) and other revenue sources according to priority, with a mean value of 3.94 and a standard deviation of 1.084. This suggests that respondents generally perceive staff involvement in resource allocation as critical for ensuring that funds are directed toward prioritized projects. The consistent agreement among respondents, as indicated by the standard deviation, reflects a shared understanding of the importance of this participation.

Additionally, most of respondents agreed that when resources are insufficient, allocation is done according to project prioritization. This mean value indicates a strong belief in the systematic approach to resource allocation, even when resources are limited. However, the slightly higher standard deviation suggests some variability in responses, indicating that while most respondents support the prioritization process, there are differing opinions on its overall effectiveness.

Furthermore, majority of respondents agreed that resource allocation directly influences the implementation of strategies and the performance of Masinga CDF projects. This suggests that respondents strongly believe in the critical role of resource allocation in achieving project success, with general consistency in responses reinforcing this belief. Moreover, 76.1% of respondents agreed that the resources allocated to Masinga CDF projects are managed prudently and accountably. The high mean value and low standard deviation indicate widespread confidence in the responsible management of allocated resources, which is essential for successful project implementation.

Additionally, most of respondents agreed that the necessary physical resources have been adequately provided to the staff in Masinga CDF projects. This reflects a general agreement that adequate resources are available for project implementation, although the slightly higher standard deviation suggests that some respondents may have differing views on resource sufficiency. Overall, the average mean of 3.91 across all statements indicates strong agreement among respondents that resource allocation significantly impacts the performance of CDF projects in Masinga Constituency. The findings indicate the importance of effective and

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prioritized resource allocation, along with prudent management, in ensuring the success and sustainability of these projects.

5.3 Conclusions

Based on the findings, the study concludes that communication plays a pivotal role in the successful implementation and performance of Constituency Development Fund (CDF) projects in Masinga Constituency. Effective communication improves team coordination and collaboration, which are essential for executing strategies within these projects. The presence of adequate and functional communication channels further supports this process, ensuring that information flows smoothly and that all stakeholders are well-informed. Consequently, strong communication practices are critical for achieving strategic goals and enhancing the overall performance of CDF projects.

The study also concludes that leadership obligations significantly influence the performance of CDF projects. Leadership commitment to strategy implementation, proactive support, and effective guidance are crucial elements that drive project success. The dedication of leaders in ensuring that employees have the necessary tools and support for strategy implementation is vital, as it directly impacts the performance outcomes. Leadership obligations, therefore, are a key determinant in the success of CDF initiatives, and their consistent application is necessary for achieving positive project results.

Furthermore, the study concludes that monitoring is an essential factor in the performance of CDF projects. Regular and thorough monitoring ensures that strategies are implemented effectively and that any potential issues are identified and addressed promptly. Monitoring not only improves the efficiency and effectiveness of project staff but also facilitates better communication and problem-solving within the projects. However, the study also highlights the importance of managing monitoring practices carefully to avoid them becoming a hindrance to project success.

In addition, the study concludes that resource allocation plays a significant role in the performance of CDF projects. The involvement of CDF staff in the allocation process, particularly in prioritizing projects when resources are limited, is critical for ensuring that funds

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are directed toward the most impactful initiatives. Prudent and accountable management of resources is essential for the successful implementation of projects, and the availability of adequate physical resources further supports project execution. Effective resource allocation is therefore crucial for the sustainability and success of CDF projects.

Finally, the study concludes that the combination of effective communication, strong leadership, thorough monitoring, and strategic resource allocation is essential for the overall performance of CDF projects in Masinga Constituency. Each of these factors contributes significantly to the success of the projects, and their integrated application ensures that the projects are implemented efficiently and achieve their intended outcomes. These findings underscore the importance of a holistic approach to project management, where all key factors are carefully considered and effectively managed to ensure the success of CDF initiatives.

5.4 Recommendations

In view of the findings, the study recommends that based on the findings, it is recommended that project managers and leaders involved in Constituency Development Fund (CDF) projects in Masinga Constituency prioritize the establishment and maintenance of robust communication channels. Effective communication has been shown to significantly enhance team coordination and collaboration, which are crucial for successful strategy implementation. Project teams should ensure that all stakeholders are consistently informed and engaged through clear and timely communication practices, thereby improving project outcomes.

Additionally, it is recommended that leadership within CDF projects should actively demonstrate their commitment to strategy implementation by providing consistent support and guidance to their teams. Leadership should invest in developing their capacity to motivate and equip project staff with the necessary resources and ideas for effective strategy execution. This will not only improve project performance but also foster a culture of accountability and excellence within the teams, contributing to the long-term success of CDF initiatives.

Regarding policy, this study recommends that the government and relevant authorities overseeing CDF projects should develop and enforce guidelines that mandate regular and thorough monitoring of project activities. These guidelines should include provisions for

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systematic monitoring schedules that facilitate continuous assessment of project progress and the early identification of potential challenges. By embedding monitoring requirements into policy, the government can ensure that CDF projects are implemented efficiently and that resources are utilized effectively, thereby maximizing the impact of these initiatives.

In addition, it is recommended that the government establish a centralized monitoring and evaluation system for CDF projects. Such a system would allow for the real-time tracking of project progress and resource allocation, providing a platform for accountability and transparency. This system could be integrated with existing government databases, ensuring that all stakeholders have access to up-to-date information on the status of CDF projects and enabling more informed decision-making at all levels. Furthermore, policy makers should consider introducing frameworks that emphasize the importance of resource allocation based on strategic prioritization. Policies should require that CDF funds and other resources are allocated according to the needs and priorities of the projects, ensuring that the most critical initiatives receive the necessary support. Additionally, there should be stringent accountability measures to guarantee that allocated resources are managed prudently and transparently.

From a theoretical perspective, the study's findings show the importance of integrating communication, leadership, monitoring, and resource allocation into the broader framework of project management theory. It is recommended that future research and theoretical models in project management give greater emphasis to these factors as critical components of successful project implementation. The strong associations identified in this study between these factors and project performance suggest that they should be considered foundational elements in any comprehensive project management theory.

To ensure the practical implementation of these recommendations, it is suggested that CDF project managers receive targeted training on effective communication, leadership, and resource management. Workshops and continuous professional development programs should be introduced to equip them with the necessary skills to lead their teams effectively, monitor projects thoroughly, and allocate resources strategically. This hands-on approach will bridge the gap between theory and practice, enabling CDF projects to achieve their desired outcomes more consistently.

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5.5 Recommendation for Further Research

The focus of the current study was to determine the influence of communication, leadership obligations, monitoring, and resource allocation on the performance of CDF projects in Masinga Constituency. Further studies should be conducted that use project sustainability as the dependent variable to determine the long-term effects of these factors on the sustainability of CDF projects. This will provide analysis on how these critical elements contribute to the enduring success and continuity of community-based projects beyond their initial implementation phase.

Additionally, the current study established that the selected factors explained a significant portion of the variation in project performance. However, it is important that further studies be carried out to identify the variables responsible for the remaining unexplained variance. Future research should explore the role of other factors such as community involvement, political influence, or the socio-economic environment, which might also play a crucial role in the success of CDF projects.

Moreover, while the current study examined the direct influence of communication, leadership obligations, monitoring, and resource allocation, future research should consider incorporating mediating variables such as project staff motivation or stakeholder engagement. These additional variables are likely to provide a more comprehensive understanding of the dynamics within project management and how they interact with the studied factors to influence project outcomes, allowing for a comparison with the current study' results.

Further studies should also explore the impact of technology adoption in CDF projects as a moderating variable. The integration of digital tools and platforms in project management might alter the effectiveness of communication, leadership, and monitoring processes, leading to different outcomes in project performance. Research in this area should help identify the potential benefits or challenges associated with technology in enhancing project execution and resource management. Finally, comparative studies should be conducted to examine the differences in project performance between various regions or types of projects funded by the CDF. This will help identify best practices and common challenges across different contexts,

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offering a broader perspective on how to optimize the management and implementation of CDF projects in diverse environments.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER FROM POSTGRADUATE

ST. PAUL'S UNIVERSITY

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Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

19th August, 2024

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR CAROLINE K. MULI – MBAMKS645421 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Development Studies (MDS) Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Strategy implementation and performance of constituency development fund projects in Masinga constituency, Machakos County."

Kindly grant this student the required permit.

Yours Faithfully,

Dr. John Muhoho
Director Board of Postgraduate Studies

APPENDIX II: APPROVAL LETTER FROM ISERC

St. Paul's University Repository

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/235/2024 **Date: 19th August 2024**

TO: Caroline K. Muli
St. Paul's University

Dear Caroline,

==========

REF: Strategy Implementation and Performance of Constituency Development Fund Projects in Masinga Constituency, Machakos County

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 244, for the period between 19th August 2024 – 19th August 2025 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect

the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.

viii. Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring.

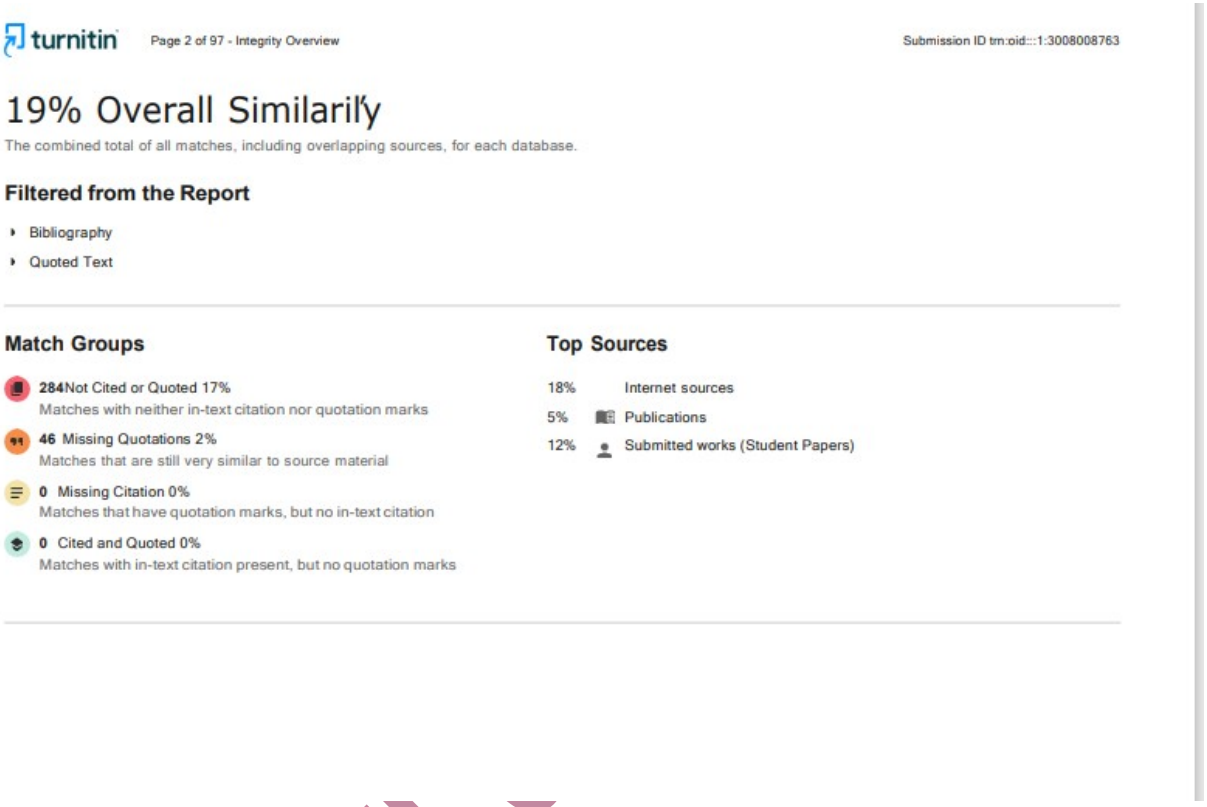
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) ***https://research-portal.nacosti.go.ke*** **and also obtain other clearances needed.**

Yours sincerely,

Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



APPENDIX III: PLAGIARISM REPORT



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APPENDIX IV: LETTER OF TRANSMITTAL

Caroline Kavuki Muli,
St. Paul's University,
Tel: 020-2020505/10; Mobile: 0728-669000
Private Bag – 00217 Limuru, Kenya.
22nd August, 2024

Dear Respondent,

REF: REQUEST FOR YOUR PARTICIPATION ON RESEARCH PROJECT

I am conducting research on "Strategy Implementation and Performance of Constituency Development Funds Projects in Masinga Constituency, Machakos County in 2024".

This is in partial fulfilment of the requirements of the Masters of Business Administration and Management degree program at the St. Paul's University.

I humbly request your participation at the time of your convenience for questionnaire to provide information to your best knowledge and understanding. Information provided will be highly confidential and only referenced for academic purpose stated herein. A copy of the final report will be given to you upon request on completion of the investigation.

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Kind Regards

Caroline Kavuki Muli

MBAMKS645421

Mobile: 0726 730490

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APPENDIX V: QUESTIONNAIRE

Dear Respondent,

This research study examines **"Strategy Implementation and Performance of CDF Projects in Masinga constituency, Machakos County.** Non-disclosure is guaranteed for any information issued. An assurance is also provided that the responses will purely be used for academic purposes and restraint assured on access by any unauthorized persons. Thank you

Section A: Background Information

1. What is your gender? Male [ ] Female [ ]
2. What is your age?
   i. 18 - 25 years [ ]
   ii. 26 - 35 years [ ]
   iii. 36 - 40 years [ ]
   iv. 41 - 50 years [ ]
   v. 51 - 60 years [ ]
   vi. 61 years and above [ ]
3. Select the highest education level you have attained?

   Primary [ ] Secondary [ ] College [ ] University [ ]

Others (Specify) ……

STRATEGY IMPLEMENTATION AND PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN MASINGA CONSTITUENCY, MACHAKOS COUNTY.

Section B: Communication

1. Does communication influence strategy implementation and performance of CDF projects?

   Yes [ ] No [ ]

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2. Gauge the following statements on the influence of communication as a strategy implementation on performance of CDF projects in Masinga Constituency (scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree).

Statements	**1**	**2**	**3**	**4**	**5**
Communication improves the team coordination and collaboration during strategy implementation in Masinga CDF projects					
There are proper communication channels to support strategy implementation on Masinga CDF projects					
Staff have good communication and sharing of information on strategy implementation of Masinga CDF projects					
Communication has influenced performance of Masinga CDF projects					

3. How else does communication influence performance of Masinga CDF projects?

……

……

Section C: Leadership Commitment

4. To what extent would you rate the level of leadership commitment influencing the performance of Masinga CDF projects in the scale of 1 to 5 – (5 = Very Great Extent, 1 = No Extend)

Very Great Extent (5),
Great Extent (4),
Moderate (3),
Little Extent (2),
No Extent (1)

Would you like to explain your answer further? .....
.....

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St. Paul's University Repository

5. Gauge the following statements that relate to the influence the performance of CDF projects in Masinga Constituency? Use a scale of 1-5 where 1= strongly disagree and 5= strongly agree.

Leadership commitment influence on performance of CDF projects	**1**	**2**	**3**	**4**	**5**
The leadership's commitment to strategic implementation in itself is the most integral aspect on the performance of Masinga CDF projects					
The leadership has demonstrated its willingness to support strategy implementation to improve Masinga CDF projects' performance					
The top leadership has not spared any effort to ensure employees on ideas for effective strategy implementation are in place for CDF projects					
Lack of support of top leadership is the inhibiting factor in strategy implementation resulting to poor performance of CDF projects					
Lack of commitment among the managers to performing their role to lead other employees results to lack of guidance on implementation strategies and therefore low performance of CDF projects in Masinga					

6. Please describe top leadership's commitment of the Masinga CDF.

……

……

Section D: Monitoring of CDF projects

7. In your opinion, does monitoring of the CDF projects in Masinga Constituency influence their overall performance?

   Yes [ ] No [ ]

8. If yes, to what extent does monitoring influence strategy implementation and performance of Masinga CDF projects?

   Very Great Extent [ ]

   Great Extent [ ]

   Moderate Extent [ ]

   Little Extent [ ]

   No Extent [ ]

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9. In scale of 1-10 rate the following statements I will read to you on monitoring influence on strategy implementation and performance of Masinga CDF projects.

Statements on Monitoring	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Monitoring affects strategy implementation and performance of Masinga CDF projects										
Monitoring helps the CDF project staff become more efficient effective										
The schedule of monitoring of CDF projects enables sharing of vital information the project implementing staff to resolve issues affecting the projects										
Monitoring can be hindrance to strategy implementation and lead to poor performance of CDF Projects										

Section E: Resource Allocation

10. What are the sources of resources for the Masinga CDF projects?

……

……

11. How does resource allocation influence implementation of strategies and performance in Masinga CDF projects?

……

……

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12. Kindly respond to the following statements regarding implementation of strategies and performance of Masinga CDF projects using the scale 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree.

Statements on Resource Allocation	**1**	**2**	**3**	**4**	**5**
CDF staff participates in allocation of the resources from national government constituencies development fund (NGCDF) and other revenue sources according to priority					
Whenever resources are not sufficient, allocation is done according to projects' prioritizing					
There is direct effect of resource allocation on implementation of strategies and performance of Masinga CDF projects					
All the resources allocated to the Masinga CDF projects are spent in prudent and accountable manner					
All the physical resources required have been adequately been provided to the staff in Masinga CDF projects					

15. In your opinion, does resource allocation have significant impact implementation of strategies and performance of Masinga CDF projects?

……

……

Thank you for your cooperation.

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APPENDIX VI: NACOSTI RESEARCH LICENSE

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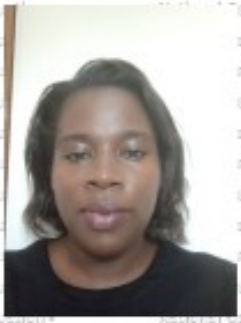
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NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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Date of Issue: 22/August/2024

RESEARCH LICENSE



This is to Certify that Ms., Caroline Kavuki Kavuki of Saint Paul University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Machakos on the topic: STRATEGY IMPLEMENTATION AND PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN MASINGA CONSTITUENCY, MACHAKOS COUNTY for the period ending : 22/August/2025.

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