

Journal of

Business and Strategic Management

(JBSM) **Determinants of Strategy Implementation on Performance of
Constituency Development Fund's Projects in Public Primary
Schools in Balambala Constituency, Kenya**



CARI
Journals

Determinants of Strategy Implementation on Performance of Constituency Development Fund's Projects in Public Primary Schools in Balambala Constituency, Kenya

 ^{1*}Yusuf Kilas Aden, ²Dr. Tom Ongesa, ³Dr. Samuel Nyambega

^{1*, 2, 3} School of Business & Economics, Garissa University

Accepted: 7th May 2024 Received in Revised Form: 21st May 2024 Published: 7th June 2024



Abstract

Purpose: The current study aimed at assessing determinants of strategy implementation on performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya. The specific objectives of the study were; to establish the relationship between strategic leadership, strategic resources, and strategic communication on performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya.

Methodology: The target population in the current study consisted of 38 headteachers 38 BoM Chairpersons, 38 Parent Association chairpersons, 38 parents and 1 (one) CDF manager totaling to 153 participants. The 153 were considered for the study through a census approach since the target population was small to conduct any sampling. This study was guided by the path-goal theory, resource-based view theory and communication theory. The study employed descriptive survey research. Primary data will be collected using structured questionnaires. The questionnaire consisted of close ended questions. Data analysis was done using descriptive statistics and inferential statistics. The results of this study were displayed by use of suitable tables.

Findings: The findings of the study revealed that there was positive correlation between strategy implementation and performance of the CDF projects where leadership had the greatest impact, followed by the communication and lastly the leadership where all had positive correlation.

Unique Contribution to Theory, Practice and Policy: The study recommended that the CDF officials need to implement inclusive decision-making processes through regular forums and committees with diverse representation, alongside structured feedback mechanisms to systematically incorporate stakeholder input into project planning and execution. Additionally, they should strengthen accountability and transparency in CDF projects. Furthermore, the team should allocate resources based on comprehensive budgets, regularly adjusting them to meet project needs. Also the team should enhance strategic communication practices within CDF projects by improving channels, conducting regular meetings, providing timely updates, implementing robust feedback systems and ensuring follow-up actions. Lastly, the concerned parties should develop strategies that ensure projects are designed with long-term sustainability and are user-centered to enhance effectiveness and sustainability.

Keywords: *Strategic Leadership, Strategic Resources, Strategic Communication, and Constituency Development Fund's Projects*

Background to the Study

Globally, governments bear the responsibility of fostering the political, economic, and social advancement of their populace. Their primary obligations encompass the provision of essential infrastructure and services that works towards ensuring overall wellbeing and quality of life the public. As a result, the effectiveness and performance of governments fund's projects play a pivotal role in realizing developmental goals within local communities globally. However, this depends on firm implementation of strategies intended to spur development (Kavindu, 2021). In the context of Malaysia, strategic leadership encompasses several key components that contribute to organizational success. These components of leadership constituted the vision of the leader, competences of the leader, the strategic direction, developing people and innovation capabilities. Research conducted by Kong, Basit, and Zubair (2018) indicated that existence of clear leadership vision, strategic direction and core competencies contributed to the effective performance of the organization. Additionally, innovation capability is found to have a positive and significant impact on performance. However, it is important to note that the study also reveals that the impact of developing people on performance is negative and significant. In Malaysia, public projects in the construction industry play a crucial role in driving economic growth and development in Malaysia. However, it is unfortunate that these projects often encounter cost overruns, resulting in the project costs exceeding the contracted sum. This situation has been occasioned by the limited level of effective strategy implementation practices (Ong'ondo, Gwaya, & Masu, 2019).

Several Sub-Saharan African countries are grappling with significant financial losses resulting from the slow completion of infrastructure projects, which undermines their efforts to alleviate poverty. In the case of Nigeria, strategic leadership has been found to have a substantial impact on the performance of manufacturing firms (Onu, Akinlabi, & Egbuta, 2018). However, Nigerian firms face challenges in implementing their strategies, with delays attributed to insufficient capital to realize plans and a culture that resists embracing new ideas. These hurdles have been particularly evident in state-owned parastatals in Nigeria (Lekisima, Ogolla, & Nzili, 2022). In fact, a survey revealed that seven out of ten Nigerian projects experienced delays during implementation. The implementation delays have been hinged on the poor implementation strategy that could be undertaken to execute the projects.

In Ghana, the District Assemblies Common Fund (DACF) was established in 1993 with the aim of providing support to local governments and legislators in undertaking pro-poor initiatives within their communities and constituencies. The DACF is allocated 5% of the National Income and is utilized for various projects such as education funds, self-help projects, and HIV/AIDS response, among others. However, the effective implementation of the DACF has been hindered by challenges related to transparency and accountability in the monitoring systems and procedures for fund disbursement and utilization. While the DACF program has been initiated to deal with significant needs related to development and empowerment of the communities, implementation has been stalled. The DACF funds have been misappropriated as well as mismanaged by the

implementation team which has led to the inefficiency of the program and inherent non-deliverance of desired outcomes. Another aspect of lack of accountability and transparency has impaired to achievement of the program objective. Additionally, the team involved in the management of the program have experienced lack of capacity in terms of implementation of the set plans due to inadequate technical capacity and knowhow. This has called for effective stakeholder engagement in the capacity development in the development of the program that has not been actualized. Lack of effective mechanisms and techniques for participation and involvement of diverse stakeholders in the management and implementation of the DACF has led to ineffectiveness of decision making in regards to the DACF's funds. These challenges have impeded attaining the intended outcomes identified during the establishment of the DACF (Felitse, 2019).

In Kenya, the National Government Constituency Development Fund (NG-CDF) was established with the primary objective of reducing poverty and promoting economic and sustainable development. To address development project disparities at the grassroots and constituency levels, Kenyan government introduced the Constituency Development Fund (CDF) pursuant to the provisions of the CDF act in the year 2003. The fund is allocated an annual budget equivalent to 2.5% of the government's ordinary revenue. The primary objective behind establishing the CDF was to establish a highly reliable avenue upon which delivery of public services can be anchored. Where CDF projects have been implemented successfully, they have ensured that development resources are distributed fairly across constituencies. By allocating funds based on a formula that considers both equal distribution and poverty index, the CDF aims to address regional imbalances and promote more equitable development across the country. It has facilitated the construction of essential infrastructure such as schools, health centers, water projects, and roads in previously underserved areas. By investing in initiatives that address poverty at the grassroots level, such as income-generating activities, vocational training, and social welfare programs, the CDF contributes to poverty alleviation efforts in Kenya. According to the reports by the Auditor General, throughout the last ten years, the Kenyan government has amplified its emphasis on decentralized programs within its strategy to tackle poverty and alleviate regional disparities, with a specific focus on the CDF programs and projects.

Statement of the Problem

Education plays a central role in achieving the United Nations' Sustainable Development Goals (SDGs), which are a universal call to action to end poverty, protect the planet, and ensure prosperity for all by 2030. Several of the 17 SDGs are directly related to education, and education is seen as both a means to achieve these goals and an end in itself. SDG 4 directly focuses on education and aims to provide access to quality education at all levels, from early childhood to higher education. Achieving this goal is fundamental to the success of all other SDGs. In summary, education is a foundational element for the achievement of the Sustainable Development Goals, as it equips individuals with the knowledge, skills, and values needed to participate in sustainable

development, combat inequalities, and address the complex global challenges outlined in the SDGs (UN sustainable Development Goals, 2015). Consequently, government involvement in uplifting development at the local level, particularly in the realm of education, is of paramount importance globally. Governments play a critical role in ensuring that education is accessible to all citizens, regardless of their socio-economic status, geographic location, or other demographics. They implement policies and allocate resources to reduce disparities in educational opportunities. Public funding has been embraced to provide free and affordable education to citizens, especially at the local level. Government investments can help build and maintain schools, provide educational materials, and offer scholarships or subsidies to disadvantaged students. Government involvement in local-level education is instrumental in ensuring that education is accessible, equitable, and of high quality. It not only benefits individuals but also contributes to the overall development and prosperity of a region or country, making it a global imperative.

In recent years, Kenya has experienced a notable surge in the number of unsuccessful projects funds by CDF, despite the government's concerted efforts to allocate funds promptly for development purposes (Mwaura, 2017). Additionally, Mati & Ongore, (2020) noted a significant increase in number of failed projects in Kenya despite government's endeavor to make funds available for development purposes on time. The performance of most projects in Kenya fail to meet the expected goals based on time, quality and cost indicators (Mati & Ongore, 2020). According to the 2019 report from the Kenya National Audit Office on the financial statements of NG-CDF, the Auditor General observed significant shortcomings in the management of funds at the implementation stage in most constituencies (Auditor 2019/2020 Constituency Development Fund Audit Reports). Despite the widely recognized advantages of effective CDF projects for various communities in Kenya, the implementation of CDF projects in some primary schools has encountered significant challenges. There is clear evidence that several CDF-funded projects have come to a standstill in constituencies (Auditor 2019/2020 Constituency Development Fund Audit Reports). If this situation persists, the aspiration to foster grassroots development through project initiation will remain unfulfilled. It is speculative that inadequate strategy implementation has resulted in the stagnation of several CDF projects across the country. Thus, the purpose of this study was to assess the performance of the Constituency Development Fund's projects in primary schools in Balambala constituency, Kenya.

Specific Objectives

- i To establish the relationship between strategic leadership and performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya.
- ii To establish the relationship between strategic resources and performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya.
- iii To establish the relationship between strategic communication and performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya.

Literature Review

Path-Goal Theory

Path-Goal Theory was developed by Robert J. House in the early 1970s. House, a prominent organizational psychologist and leadership scholar, introduced the theory as a framework to understand how leaders can influence and motivate their followers to achieve goals by clarifying the paths to success and providing necessary support. The initial publication on Path-Goal Theory was in 1971, and House further expanded on the theory in subsequent years. Since its development, Path-Goal Theory has been widely studied and applied in the field of leadership and organizational behavior. Path-Goal Theory, developed by Robert House, suggests that leaders can enhance follower satisfaction and performance by clarifying goals, providing support, removing obstacles, and offering rewards. The theory emphasizes the leader's role in facilitating followers' achievement of goals and creating a supportive environment. Participative decision-making is encouraged when it helps followers achieve their goals. This theory will be used to reveal the role of strategic leadership on strategy implementation of CDF projects in public primary schools in Balambala constituency.

Resource Based Theory

The Resource-Based Theory (RBT) of the firm was initially proposed by Jay B. Barney in 1986. Resource-based theory (RBT) as one of key strategic management theories offers a framework for the management that holds focus on the resources and capabilities that are internally owned by the organization which are the source of organizational performance and creates competitive advantage for the organization. The theory is built on the abbreviation VRIO which means that the resource that creates competitive advantage should be valuable, rare, and inimitable and organization that play a crucial role in determining its success in a competitive environment. This theory was first introduced by researchers Jay Barney and Birger Wernerfelt in the 1980s and has since become a significant concept in the field of strategic management. Barney, a renowned strategic management scholar, introduced the theory as a framework for analyzing the competitive advantage of firms. The theory suggests that a firm's sustainable competitive advantage is derived from its unique and valuable resources and capabilities and to achieve a competitive advantage, a firm must possess and develop resources that meet these criteria. Resources can be tangible, such as physical assets, or intangible, such as knowledge, skills, technology, reputation, or organizational culture. The central idea of RBT is that firms should focus on identifying, developing, and leveraging their unique resources to create sustainable competitive advantages. Since its development, the Resource-Based Theory has been widely studied and expanded upon by various scholars and researchers in the field of strategic management and organizational theory. Overall, applying the resource-based theory view in this context can provide insights into how the strategic management of resources can contribute to the success of constituency development fund's projects in primary schools in Balambala constituency, Kenya.

Communication Theory

This theory was developed by Werner, Asby and Deutsch where they focused on the flow and the structures of information as the units of analysis. On the side of Werner and Absy who were both engineers, they paid attention to the clarity of the channel through which the message is conveyed from the sender of the message to the receiver of the message. They identified various distortions along this channel, which they termed "noise," that hinder the flow of information. On the other hand, Karl Deutsch and other social scientists emphasized the role of information in decision-making within organizations. They argued for the importance of efficient internal and external communication structures to facilitate a free flow of information. They believed that when information flows continuously within established structures, rational decision-making becomes possible. Adequate, accurate, relevant, and appropriate information is crucial for making rational decisions, which in turn contribute to organizational efficiency and productivity. In contrast, the absence or limited flow of information leads to irrational decision-making within an organization thus adversely affecting performance. This theory will therefore be used as a foundation to establish how communication has enhanced in CDFs projects in Balambala constituency, Kenya.

Empirical Review

Strategic Leadership on Performance of organizations

Mutole (2019) undertook a study on the influence of strategic leadership practices on performance of NGOs listed in the environmental campaign in the environmental campaign by United Nations Environmental Programme (UNEP) in Kenya. Cross sectional survey design was used in the study where the study targeted a total of 26 NGOs. Questionnaires were the main research instruments where they were distributed to the respondents through drop and pick method. Before the study, piloting was undertaken among 12 respondents to test the reliability and reliability of the research instruments. Purposive sampling was used to sample out participants in the study. With the aid of SPSS for data analysis, the findings of the study were displayed in the tables, graphs and charts. From the study findings, parameters such as the shareholder accountability delegation and strategic direction were inferred to be significantly influencing the operational performance of the targeted NGOs under the consideration. It suggested the need for further research to identify and explore these additional factors influencing NGOs' performance in Kenya.

Karani, (2022) conducted a study to establish the influence of strategic leadership techniques on performance of the Tharaka Nithi County Government. The study was guided by resource-based theory and upper echelon theory. The study employed case study method and the population of the study were executives in Tharaka Nithi County. Primary data was collected using interview. The data was analyzed using qualitative models through content analysis method. The study findings reveal the county top management had adopted strategic leadership practices in their operations. Some of the strategic leadership practices adopted included the organization vision and mission, frameworks for teamwork and collaboration, ethical and moral leadership through its code of

ethics, support to the employees by the leaders and strategic thinking. Strategic leadership promotes the performance of the County. The study recommends the need for moral and ethical management in the county to promote high performance and effective service delivery.

Study by Oluoch (2021) investigated strategic leadership and financial sustainability of the NGOs in Kenya. Strategic leadership theory was the theoretical framework underpinning the study. The study was built on positivism philosophy. Correlational study design was used. The study target population was made up of 6028 local NGOs in the country. Sampling was done using stratified simple random sampling technique. Descriptive statistics that focused on frequency distribution, means and standard deviation was adopted. The inferential statistics used were chi-square test, spearman's coefficient of correlation analysis, one way analysis of variance (ANOVA) and ordinal logistic regression. From the study findings, the following conclusions were drawn; that strategic direction, cultural practices and the resource portfolio had significant impact on the firm's financial sustainability. The study recommended that other further studies should be conducted on the effect of the continuous variables in relation to their impact on the financial sustainability of the Non-Governmental Organizations that have been operating for a period of more than 10 years.

Strategic Resources on Performance of Organizations

Ngiri, & Njagi, (2022) studied influence or resource mobilization on performance of building Construction Companies in Nairobi Kenya. The study was based on the contingency theory. The research designs employed in the study were the descriptive and the cross-sectional designs. The respondents making target population for the study were the 126 CEOs of building companies registered in Nairobi County. Samples of 96 CEOs were adopted through stratified and purposive sampling techniques. Through the use of semi-structured questionnaires, data was collected and analyzed through the use of inferential and descriptive statistics performed by the use of SPSS version 27. The findings were presented using frequency tables and pie charts for easy interpretation. The study revealed a significant and positive influence of strategic resource mobilization on the performance of building construction companies in Nairobi, Kenya. It was concluded that strategic resource mobilization plays a critical role in ensuring the continuity of service provision to clients and supporting organizational sustainability.

Ongeti and Machuki (2018) conducted a study on organizational resources and performance of Kenyan state corporations. Cross sectional descriptive survey design was utilized and the data was collected through questionnaires from 63 organizations. The study conducted both descriptive and inferential statistics on the collected data. From the statistical analysis of the relationship between organizational resources and the performance of these organizations, the findings uncovered that organizational resources could only account for 8.3% of the performance of the state corporations selected for the study. Moreover, the independent effects of disaggregated organizational resources were examined, and statistically significant relationships were found between tangible, human, and intangible resources and performance. Conversely, organizational capabilities did not show a statistically significant effect on performance. These findings provide partial empirical support for

the Resource Based Theory by demonstrating the independent contributions of each resource to performance. The study offers practical guidance for managerial practices and policy directions at both the organizational and government levels. Managers may consider enhancing resource integration, renewal, and recombination to improve performance, based on the study's insights.

Muthiora and Moronge (2018) investigated the influence of organizational resources on strategy implementation within state corporations in Kenya. The research employed a descriptive research design and conducted a census study, meaning that data was collected from all relevant participants. The findings revealed a strong positive relationship between the dependent variable (strategy implementation) and the four independent variables studied. Collectively, the dependent variable and the four independent variables explained 62.20% of the variation in strategy implementation within the state corporations. This suggests that there are other factors not examined in this study, which contribute 37.80% to strategy implementation in these corporations. The study's results provide valuable insights for state corporations in Kenya, particularly in the area of enhancing human resources, as this can positively impact strategy implementation. Furthermore, it was recommended that organizations prioritize investment and allocate more funds towards improving strategy implementation.

Strategic Communication on Performance of organizations

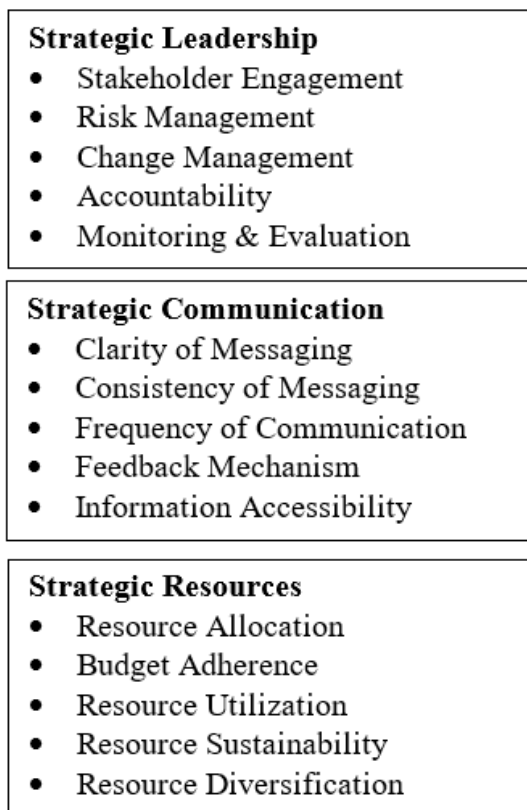
Chepkosgei, Mwangi, and Kinyua (2020) conducted a study to explore the effect of strategic communication on financial performance of financial and commercial state corporations in Kenya. The research utilized the descriptive research design. For sampling, the study used both simple and stratified sampling techniques. 145 respondents were selected as a representative of the total population. Through use of structured questionnaires, the descriptive and the inferential statistics were employed for data analysis. From the data analyzed, the study findings indicated that strategic communication significantly influenced the performance of financial and commercial state corporations in Kenya. From the findings the researchers posited that the corporate strategic communication should have appropriate policies which support the presence of strategic communication in the organization.

Njenga, Kariuki, and Wanjohi (2023) conducted a study to investigate the influence of strategic communication on performance of state corporations in Kenya. The research employed a descriptive research design and targeted a population of 187 corporations in Kenya. From the total population of 187 state corporations, a sample size of 66 corporations were selected with four (4) respondents being selected from each corporation leading to a total sample of 264 participants. Questionnaires were used to collect data. Inferential and descriptive statistics were adopted for data analysis. The findings uncovered that strategic communication encompassed open communication, clear communication and clear channels of communication which in overall significantly influenced performance of state corporation in Kenya. Communication accounted for 52.9% of performance variances in the state corporation in Kenya.

Kibe (2014) examined effects of communication strategies on organizational performance of Kenya ports authority (KPA). The main aim of the study was to investigate the impact of communication strategies on the performance of Kenya Ports Authority. The main variables investigated in the study consisted of the open-door policy of communication on the organizational performance. The study utilized descriptive research design while questionnaires were used for primary data collection. From the findings of the data analysis done by use of descriptive statistics, the study findings revealed that effective communication strategies play a crucial role in achieving high-performance outcomes within organizations. The study recommended that open door policy should be practiced by the organizational management in the efforts to enhance the organizational performance.

Conceptual Framework

Independent Variables



Dependent variable

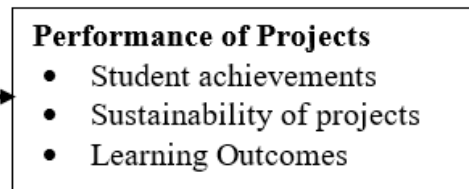


Figure 1: Conceptual Framework

Research Methodology

Research Design

The study relied on correlation research design. Its primary objective is to demonstrate the presence of a connection between these variables and to characterize the essence of this

relationship. In this study, it was used to establish whether there exists a relationship between determinants of strategy implementation and performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya.

Target Population

The target population in the current study consisted of the headteachers, Board of Management (BoM) Chairpersons, Parents Association (PA) Chairpersons of respective primary schools in Balambala constituency and the Constituency Development Fund (CDF) Manager Balambala constituency. In Balambala constituency, there were total of 38 public primary schools (Ministry of Education- Garissa County, 2023). This translated to a total of 38 headteachers 38 BoM Chairpersons and 38 PA chairpersons, 38 Parents and 1 (one) CDF manager.

Sampling Design and Sample Size

The study used census method sampling design since the target population was small to conduct any sampling (Mugenda & Mugenda, 2013). Thus, the study targeted all 153 respondents for the study. In the context of this study, the primary schools headteachers, BoM Chairpersons, PA Chairpersons and parents who have been involved in recent Constituency Development Fund's projects within the period of last 5 years in the Balambala constituency were involved. Then, the CDF Manager was considered using census method.

Data Collection Instruments

The empirical data was mainly collected using structured questionnaire. The questionnaire consisted of close ended questions for collecting the quantitative data respectively. This questionnaire measured the data using a 5-point Likert scale (5-1). In the case of big enquires, questionnaires are usually popular method of data collection due to their ability to ability to save time and cost.

Data Analysis and Presentation

Data analysis for the study was carried out using the descriptive statistics and inferential statistics which provides the most convenient way for producing the most useful statistics for the study. The descriptive statistics were employed in summarizing and describing characteristics of variables under the study. This included frequencies, percentages and tables to present the data visually. To establish the strength and direction of the relationship between independent and dependent variables under the study, regression analysis was done to determine the predictive role of independent variables on the dependent variable. The regression equation was as follows;

$$Y = 0.748 + 0.175X_1 + 0.301X_2 + 0.228X_3$$

Where; Y=Performance of constituency development fund's projects, β_0 =Constant, X_1 =Strategic leadership, X_2 =Strategic resources, X_3 =Strategic communication, $\beta_1 \beta_2 \beta_3$ =Regression coefficients and ϵ =Error term

Research Findings and Discussions

Response Rate

153 questionnaires were distributed for the feedback on the study being conducted. Out of the 153 research instruments issued to respective respondents, 113 instruments were dully filled and returned for analysis. The response rate was therefore 73.9%. This percentage represents an excellent representation of the targeted study sample and hence was appropriate for analysis and representative of the target study population.

Strategic Leadership and Performance of Constituency Development Fund's Projects

The first objective of the current study was to establish the relationship between strategic leadership and performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya. The findings of the study based on this objective were presented in table 1.

Table 1: Strategic Leadership and Performance

Statement	SA		A		UD		D		SD	
	f	%	f	%	f	%	f	%	f	%
All relevant stakeholders are frequently involved in decision-making processes related to the constituency development fund's projects.	3	2.7	22	19.5	29	25.7	52	46	7	6.2
Peoples' opinions and suggestions are considered by the project leadership team	4	3.5	29	25.7	46	40.7	29	25.7	5	4.4
There is adequate training and professional development opportunities to instill skills on project performance	2	1.8	39	34.5	37	32.7	30	26.7	5	4.4
There is high level of accountability and transparency to control activities of CDF projects	3	2.7	24	21.2	42	37.3	41	36.6	3	2.7
There is clearly defined strategic direction on operations related to the constituency development fund's projects.	3	2.7	30	26.5	39	34.5	38	33.6	3	2.7

From the table above, only 2.7% strongly agreed that stakeholders were frequently involved in decision making, with 19.5% agreeing, while a substantial 25.7% were undecided. The majority, however, expressed dissatisfaction, with 46% disagreeing and 6.2% strongly disagreeing. Similarly, the consideration of people's opinions and suggestions by the project leadership team, only 3.5% strongly agreed and 25.7% agreed, whereas 40.7% were undecided, 25.7% disagreed, and 4.4% strongly disagreed. On the statement regarding the provision of adequate training and professional development opportunities to enhance project performance skills only 1.8% strongly agreeing and 34.5% agreeing, while 32.7% were undecided, 26.7% disagreed, and 4.4% strongly disagreed. Furthermore, on the level of accountability and transparency in controlling the activities of CDF projects was not seen favorably, as only 2.7% strongly agreed and 21.2% agreed, contrasted by 37.3% who were undecided, 36.6% who disagreed, and 2.7% who strongly disagreed. Lastly, the clarity of the strategic direction on operations related to the CDF projects was found lacking by many, with only 2.7% strongly agreeing and 26.5% agreeing, while 34.5% were undecided, 33.6% disagreed, and 2.7% strongly disagreed.

Strategic Resources and Performance of Constituency Development Fund's Projects

The second objective of the study was to establish the relationship between strategic resources and performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya. The findings for this study objective were presented on table 2.

Table 2: Strategic Resources and Performance

Statement	SA		A		UD		D		SD	
	f	%	f	%	f	%	f	%	f	%
The resources for our constituency development fund's projects are available and sufficient	4	3.5	15	13.3	27	23.9	62	54.9	5	4.4
The allocation of resources in the constituency development fund's projects is guided budgets	5	4.4	28	24.8	46	40.7	31	27.4	3	2.7
The mobilization of strategic resources enables timely project execution	3	2.7	44	38.9	38	33.6	26	23	2	1.8
The human resources involved in our constituency development fund's projects possess the necessary skills and expertise	3	2.7	34	30.1	40	35.4	33	29.2	3	2.7
There is a high level of accountability for the utilization of strategic resources in our constituency development fund's projects	3	2.7	33	29.2	35	31.5	39	34.5	3	2.7

Based on this objective, the respondents' responses indicated that 3.5% of respondents strongly agreed that resources for constituency development fund's projects were available and sufficient while 13.3% agreed. A significant 23.9% of the respondents were undecided and the majority of 54.9% of the respondents disagreed with the statement with 4.4% of the respondents strongly disagreeing with the statement. Regarding the statement that allocation of resources in the constituency development fund's projects is guided budgets, 4.4% strongly agreed that it was guided by budgets and 24.8% agreed. However, 40.7% were undecided, 27.4% disagreed while 2.7% strongly disagreed. On the statement that the mobilization of strategic resources enables timely project execution, 2.7% strongly agreed while vast majority of 38.9% agreeing whereas 33.6% of the respondents were undecided while 23% disagreed and 1.8% strongly disagreed. Regarding the statement human resources involved in our constituency development fund's projects possess the necessary skills and expertise, 2.7% of the respondents strongly agreed while and 30.1% moderately agreed with 35.4% of the respondents being undecided, 29.2% disagreed

and 2.7% strongly disagreed. Finally, on the statement that there is a high level of accountability for the utilization of strategic resources in our constituency development fund's projects, 2.7% strongly agreed and 29.2% agreed while 31.5% were undecided, 34.5% disagreed and 2.7% strongly disagreed with the statement.

Strategic Communication and Performance of Constituency Development Fund's Projects

The third objective sought to establish the relationship between strategic communication and performance of constituency development fund's projects in public primary schools in Balambala constituency, Kenya. The respondents were asked to respond to various statements regarding their extent of agreement with the statement; the responses were presented on table 3.

Table 3: Strategic Communication and Performance

Statement	SA		A		UD		D		SD	
	f	%	f	%	f	%	f	%	f	%
The communication channels used in our constituency development fund's projects are effective in disseminating information	3	2.7	31	27.4	41	36.3	33	29.3	5	4.4
The communication channels facilitate efficient flow of information between stakeholders	3	2.7	34	30.1	40	35.4	33	29.2	3	2.7
The frequency of communication in our constituency development fund's projects is sufficient	3	2.7	41	36.3	37	32.7	30	26.5	2	1.8
Review meetings are conducted regularly on the constituency development fund's projects	3	2.7	25	22.1	47	41.6	35	31	3	2.7
Feedback is regularly collected from stakeholders on constituency development fund's projects	3	2.7	30	26.5	43	38.1	35	31.0	2	1.8
Follow-up actions are taken based on the feedback received from the stakeholders	2	1.8	39	34.5	37	32.7	33	29.2	2	1.8

The findings based on this objective, the first statement regarding the communication channels used in our constituency development fund's projects are effective in disseminating information,

2.7% of respondents strongly agreed and 27.4% agreed while a notable 36.3% were undecided, 29.3% disagreed and 4.4% strongly disagreed. On the statement that the communication channels facilitate efficient flow of information between stakeholders, 2.7% strongly agreed, 30.1% agreed, 35.4% undecided, 29.2% disagreed and 2.7% strongly disagreed with the said statement. Regarding the frequency of communication in our constituency development fund's projects is sufficient, 2.7% found it sufficient, 36.3% agreed, 32.7% were undecided, 26.5% disagreed and 1.8% strongly disagreed. On the statement that review meetings are conducted regularly on the constituency development fund's projects, 2.7% of respondents strongly agreed while 22.1% agreed, majority of 41.6% of the respondents were undecided, 31% disagreed and 2.7% strongly disagreed with the statement. Feedback collection from stakeholders was seen positively by 2.7% who strongly agreed and 26.5% who agreed, but 38.1% were undecided, 31% disagreed and 1.8% strongly disagreed. Finally, follow-up actions based on feedback were deemed adequate by 1.8% who strongly agreed and 34.5% who agreed, whereas 32.7% were undecided, 29.2% disagreed and 1.8% strongly disagreed.

Performance of Constituency Development Fund's Projects

The study also sought to investigate the extent do you agree with the following statements concerning the performance of CDF projects in public primary schools in Balambala constituency. The responses were presented in the table 4.

Table 4: Performance of Constituency Development Fund's projects

Statement	SA		A		UD		D		SD	
	f	%	f	%	f	%	f	%	f	%
The projects implemented by CDF are sustainable	1	0.9	18	15.9	26	23.0	61	54.0	7	6.2
The projects initiated and implemented by CDF meet customer/user satisfaction	3	2.7	34	30.1	50	44.2	24	21.2	2	1.8

Regarding the statement that the projects implemented by CDF are sustainable, 0.9% of respondents strongly agreed while 15.9% agree, while a significant 23.0% were undecided and a majority of 54.0% disagreed along with 6.2% strongly disagreeing. In terms of projects initiated and implemented by CDF meet customer/user satisfaction, 2.7% strongly agreed and 30.1% agreed with the statement but 44.2% were undecided, 21.2% disagreed and 1.8% strongly disagreed.

Inferential Statistics

The study utilized the linear regression model to establish the strength and direction of the relationship between the study variables. Additionally correlation analysis was essential for establishing how the study variables correlate with one another.

Model Summary

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.774	.709	.62412

a. Predictors: (Constant), Communication, Resources, Leadership

The findings presented in table 5 indicated that the correlation coefficient (R) was 0.880 implying a high positive correlation between the combined predictors (communication, resources and leadership) and the dependent variable (performance). R Square value of 0.774 implies that approximately 77.4% of the variance in performance can be explained by the model.

Regression Analysis

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.748	.370		2.019	.046
	Leadership	.175	.124	.149	1.411	.041
	Resources	.301	.122	.261	2.475	.015
	Communication	.228	.107	.194	2.121	.036

a. Dependent Variable: Performance

Table 6 presents the regression analysis results examining the effects of leadership, resources and communication on performance. The regression equation derived from the unstandardized coefficients is:

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

Where; Y = Performance of constituency development fund's projects, β_0 = Constant, X_1 = Strategic leadership, X_2 = Strategic resources, X_3 = Strategic communication and $\beta_1 \beta_2 \beta_3$ = Regression coefficients.

$$Y = 0.748 + 0.175X_1 + 0.301X_2 + 0.228X_3$$

The constant term ($\beta_0 = 0.748$, $p = 0.046$) is statistically significant. Where letting other constants to be zero, performance will be 0.748. Leadership ($\beta_1 = 0.175$, $p = 0.041$), resources ($\beta_2 = 0.301$, $p = 0.015$) and communication ($\beta_3 = 0.228$, $p = 0.036$) are both significant predictors, suggesting that improvements in these areas are likely to enhance performance. The standardized coefficients indicate that resources (Beta = 0.261) have the most substantial impact, followed by Communication (Beta = 0.194), while Leadership (Beta = 0.149) has the least impact.

Analysis of Variance

Table 7: ANOVA

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	12.700	3	4.233	10.868	.000 ^b
	Residual	42.459	109	.390		
	Total	55.159	112			

a. Dependent Variable: Performance

b. Predictors: (Constant), Communication, Resources, Leadership

Table 7 gives the final summary of Analysis of Variance to attest the significance of the regression line fitted on the collected data. The sum of squares due to regression was 12.7 while sum of squares due to residuals (error) were 42.459 which yielded 55.159 as the total sum of squares. The mean sum of squares due to regression was 4.233 gotten from the ratio of sum of squares due to regression to 3 degrees of freedom additionally the mean sum of squares due to residuals was 0.390 gotten from the ratio of sum of squares due to residual to 109 degrees of freedom. The ANOVA table gives an F- statistic of 10.868 with a p- value of .000^b this p- value indicates a high level of significance of the regression line and thus the predictor variables (communication, resources and leadership) have an outstanding effect on the dependent variable (performance)

Conclusions

Firstly, the lack of adequate stakeholder involvement and insufficient consideration of their opinions highlight a need for improved inclusive practices in strategic leadership. Additionally,

the perceived deficiencies in training, accountability and transparency suggest that current leadership practices are insufficient in ensuring effective governance and skill development, which are crucial for project success. The perception of insufficient resources and inadequate budget-guided allocation points to the need for better resource planning and management, furthermore, the significant concern regarding the skills and expertise of human resources involved in the projects underscores the necessity for targeted training and recruitment of qualified personnel. The issues of accountability in resource utilization further highlight the need for stringent measures to ensure resources are used efficiently and as intended. The current communication channels are not perceived as effective in disseminating information and facilitating efficient information flow between stakeholders. The insufficient frequency of communication and lack of effective feedback mechanisms indicate that strategic communication needs significant enhancement to maintain stakeholder engagement and address issues promptly. Regular and effective communication, along with robust feedback systems, is crucial for making informed decisions and improving project outcomes. Lastly, the performance of CDF projects is perceived to be lacking in sustainability and user satisfaction. The mixed views on user satisfaction suggest that the projects are not fully meeting the needs and expectations of the community, indicating a need for more user-centered and responsive project designs.

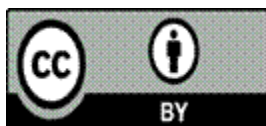
Recommendations

The restudy recommended that the CDF officials need to implement inclusive decision-making processes through regular forums and committees with diverse representation, alongside structured feedback mechanisms to systematically incorporate stakeholder input into project planning and execution. In addition, The CDF officials should strengthen accountability and transparency in CDF projects by implementing robust governance structures with clearly defined roles, responsibilities and accountability measures, mandating regular audits and public reporting on project progress and financial. The team should allocate resources based on comprehensive budgets, regularly adjusting them to meet project needs, enhance personnel skills through targeted training, recruit qualified individuals as needed and implement stringent accountability measures to ensure efficient resource utilization in CDF projects. Lastly, the team should enhance strategic communication practices within CDF projects by improving channels, conducting regular meetings, providing timely updates, implementing robust feedback systems and ensuring follow-up actions.

REFERENCES

- Ali, M. A. H., Ogolla, D., Nzioki, S. (2022). Influence of resource allocation on organizational performance of cement manufacturing firms in Kenya. *International Academic Journal of Human Resource and Business Administration*, 4(1), 198-207.
- Chepkosgei, K. R., Mwangi, J. K. & Kinyua, G. M. (2020). Effect of strategic communication on performance of financial and commercial state corporations in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 27-38
- Felitse, K. (2019). *The Constituency Project Fund of Members of Parliament and Electoral Performance in Selected Constituencies in Ghana, 2013-2016*. Unpublished MPhil thesis, University of Ghana, Legon.
- Government of Kenya [GoK] (2018). *Social Assessment Report. Kenya Development Response to Displacement Impacts Project (KDRDIP) Additional Financing (P166266)*. Government Printer: Government of Kenya.
- Karani, K. N. (2022). *Effect of strategic leadership practices on the performance of Tharaka Nithi County Government*. (Master's thesis). University of Nairobi, Faculty of Business and Management Sciences.
- Kibe, C. W. (2014). Effects of Communication Strategies on Organizational Performance: A Case Study of Kenya Ports Authority. *European Journal of Business and Management*, 6(11), 79. ISSN 2222-1905 (Paper), ISSN 2222-2839 (Online).
- Lekisima, J., Ogolla, D., Nzili, M. B. (2022). Effect of organizational communication on strategy implementation among energy generating firms in Kenya. *International Academic Journal of Human Resource and Business Administration*, 4(1), 184- 195.
- Muthiora, L. N., & Moronge, M. (2018). Influence of organizational resources on strategy implementation in state corporations in Kenya. *Strategic Journals*, 5(3), 834-849.
- Mutole, J. N. (2019). *Influence of strategic leadership practices on the performance of non-governmental organizations listed in the environmental campaign by United Nations Environmental Programme (UNEP) in Kenya*. (Doctoral dissertation, Leadership and Governance, Jomo Kenyatta University of Agriculture and Technology).
- Mwaura, C. (2017). *The effect of organizational culture on strategy implementation: a study of three companies in the construction sector in Nairobi, Kenya*. [Doctoral Dissertation, University of Nairobi].
- Ngiri, G., & Njagi, E. (2022). Influence of Strategic Resource Mobilization on the Performance of Building Construction Companies in Nairobi Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 4(2), 69-78.

- Njenga, J. W. M., Kariuki, P. M., & Wanjohi, P. (2023). Influence of Strategic Communication on Performance of State Corporations in Kenya. *Journal of Strategic Management*, 7(1), 103-123
- Oluoch, F. O. (2021). *Strategic leadership and financial sustainability of non-governmental organizations in Kenya*. (Doctoral dissertation). United States International University - Africa, Chandaria School of Business.
- Ong'ondo, C. B., Gwaya, A. O., & Masu, S. (2019). Appraising the Performance of Construction Projects during Implementation in Kenya, 1963-2018: A Literature Review Perspective. *Journal of Construction Engineering and Project Management*, 9(2), 1-24.
- Ongeti, W. J., & Machuki, V. N. (2018). Organizational resources and performance of Kenyan state corporations. *European Scientific Journal*, 14(34), 91. ISSN: 1857-7881 (Print), ISSN: 1857-7431 (e-ISSN).



©2024 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)