STRATEGY IMPLEMENTATION CHALLENGES ON DEVOLVED FUNDS: A CASE STUDY OF KAJIADO SOUTH CONSTITUENCY CDF

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DECLARATION

This Research project is my original work and has not been presented for a degree any other University.

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This research project has been submitted for examination with my approval as university supervisor.

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DEDICATION

my family and friends

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I would sincerely like to thank my family for supporting me and encouraging me throughout this journey.

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ABSTRACT

Strategy formulation and development is the development of long term plans for the effective management of opportunities and threats in light of the organization's strengths and weaknesses. On the other hand strategy implementation is the process that turns implementation strategies and plans into actions to accomplish objectives. The study aimed at establishing the strategy implementation challenges on devolved funds at Kajiado South Constituency CDF. In addition, the study wished to determine the measures that have been taken by the CDF management to overcome the same challenges.

Towards the realization of the same objective, a case study research design was adopted whereby the researcher interviewed six managers of the constituency CDF who had different academic qualification and years of experiences in managing the CDF projects. The data was collected through the use of the interview guide that was prepared to guide the researcher on the challenges affecting strategy implementation and the measures taken to overcome the challenges.

The findings from the study suggest that the constituency CDF faces a number of challenges ranging from; slow decision making process, inadequate resources, cultural interference in some instances, lack of proactive leadership and non involvement of all the stakeholders in strategy implementation. In addition, other challenges included employees not committing themselves to support a new strategic plan from the start to its completion including review and supporting its recommendation, changing the strategy mid-stream to suit their focus. The measures taken to overcome the challenges

include training employees on project evaluation and monitoring, involvement of all the stakeholders in strategy formulation, sourcing for additional funding to finalize on incomplete projects as well as limiting political interference in the management of the constituency CDF and adopting affirmative action to reduce gender imbalance.

Strategy formulation and implementation process is very vital for the functioning of any organization. Therefore, an organization should put in place adequate mechanism of incorporating the views of all the stakeholders in the development of the strategies and that for a successful implementation of the same strategies, the organization should be able to identify the challenges that will hinder the successful implementation of its strategies. In addition, the management team should be able to build in a monitoring and evaluation mechanism of telling when the strategy objectives are not being realized. From this, the organization should be able come up with appropriate measure to overcome the challenges early enough before the affects much the realization of its objectives.

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CHAPTER ONE: INTRODUCTION

1.1   Background to the Study

The guiding principles in any strategic management process, whether in the public or private sector, is about understanding what changes are needed, how to implement and manage these changes, and how to create a roadmap for sustaining improvements that lead to better performance. The difficulty in strategic management is the challenge of laying a foundation for success in the future while meeting today's challenges. Strategic planning is based on the premise that leaders and managers of public and nonprofit organizations must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy constituents in the years ahead (Bryson, 2004).

However, between ideal strategic alignment and implementation lie many challenges. Many managers believe that a well conceived strategy that is communicated to the organization equals implementation. According to Beer and Eisenstat (2000), there were six fundamental reasons why various strategies developed by firms were not implemented effectively. They identified that employees saw the overall problem being rooted fundamentally in the process of management issues of leadership, teamwork and strategic direction and not in the commitment of people and their functional competencies. Poor quality vertical communication not only hinders strategy communication but also prevents discussions of the barriers themselves.

According to Johnson and Scholes (2002), the development and implementation of strategies by an organization or government to chart the future path to be taken will enhance the competitiveness of such firms operating in a competitive environment. However, it has been observed that many firms develop excellent strategies to counter and adapt to the environmental challenges but suffer a weakness in the implementation of the same strategies (Johnson and Scholes, 2002). Strategy implementation therefore focuses on the distinct relationship between implementation and other various organizational elements. The strategy implementation process is identified by Sabatier and Weible (2007), as a process being undertaken through a systematic approach and provides a link between strategic consensus and success.

1.1.1 Strategy Implementation

Strategy implementation is the process of putting strategies and policies into action through the development of programs, budgets and procedures (Bradford *et al* 2000). Strategic challenges are those pressures that exert a decisive influence on an organization frequently driven by the organizations future competitive position relative to other provisions.

Strategy implementation is an enigma in many companies. According to Judson, (1991), only one in every ten companies that do an effective job of formulating strategy and equally on effectively implementing it. For the rest, presumably, the well -crafted strategy is lost in the press of day- today tactical concerns or its left to languish in a report on the dusty book shelf of the chief executive officer CEO. Yet

very few people would deny that, in today's fast moving and fast changing business world, strategy, with its long- range perspective, is critical.

Organizations seem to have difficulties in implementing their strategies, however. Researchers have revealed a number of problems in strategy implementation. The reasons for this are varied, but most hinge on the fact that strategy implementation is resource intensive and challenging (Gurowitz, 2007). None the less strategic planning remains a top priority among successful private universities based on the fundamental notion that an effective strategy offers unique opportunities for market differentiation and long-term competitive advantage. Based on this, many private Universities are now asking which are the best tools and methodologies to enable effective strategy implementation (Beer and Eisenstant, 2000).

Successful strategy implementation requires strong leadership that enables allocation of resources, business process and policies that support the strategy. According to Atreya (2007), internal leadership is needed to drive strategy implementation process towards the right direction. What makes it even tougher to implement strategy is the varied range of activities that need to be performed and the varied skills needed to perform them. Just because the management has decided on strategy does not mean that subordinates will follow and cooperate in its implementation. A number of issues are involved including vested interest; office politics, existing attitudes and ingrained practices all of which play a major role in strategy implementation (Atreya, 2007).

1.1.2 Devolved Funds

Decentralization is central to the strategy agendas of countries ranging from Latin America, Asia and Africa. However, the empirical literature is unable to agree on what decentralization's effects on public administration and public finances have been in practice (Kim *et al.* 2005). Advocates such as Olowu and Wunsch (1990) and Putnam (1993) argue that decentralization can make government more responsive to the governed by 'tailoring levels of consumption to the preferences of smaller, more homogeneous groups'. However, opponents of decentralization dispute this, arguing that local governments are too susceptible to elite capture, and too lacking in technical, human and financial resources, to produce a range of public services that are varied, efficient and responsive to local demand (Crook and Sverrisson 1999).

According to Boadway and Wildasin (1984), the main benefit associated with a federal fiscal structure is economic efficiency, which rests on two assumptions. First, it assumes that a group of individuals who reside in a community or region possess tastes and preference patterns that are homogenous and that these tastes and preferences differ from those of individuals who live in other communities or regions. And second, it assumes that individuals within a region have a better knowledge of the costs and benefits of public services of their region. Thus, resources devoted for public purposes should be left to the local people to enhance their preferences for public expenditure that optimizes costs.

Like other developing countries, Kenya has been haunted by the issue of equity in resource redistribution. Since independence in 1963, the Kenyan government has formulated an array of decentralization programs, among them the District Development Grant Program (1966), the Special Rural Development Program (1969/1970), District Development Planning (1971), the District Focus for Rural Development (1983 -84) and the Rural Trade and Production Center (198-89). Though ingenious, these programs suffered the same fate - a lack of funding and excessive bureaucratic capture by the central government (Khadiagala & Mitullah, 2004).

The Constituency Development Fund (CDF) was introduced and launched in 2003 by the National Rainbow Coalition government under the C.D.F. Act (2003) with the objective of combating poverty at the grass root level through implementing community based projects and to relieve the members of parliament the burden of fundraising for development projects. "It's an annual budgetary allocation by the central government of Kenya to each of the parliamentary jurisdictions - constituencies" (Kimenyi 2005). These funds are called Constituency Development Fund because they are funds meant for the implementation of development initiatives at the constituency level which is assumed to be the lowest level of governance.

1.1.3 Kajiado South Constituency

The Kajiado constituency is one of the constituencies in the larger Rift Valley province and in the present administrative counties is in Kajiado County. According to the National population Survey of 2009, the constituency had a total population of

around 137, 500. With six divisions, Rombo division has the largest population size of 37,604 persons. The population growth over the census years has been as follows; in 1979 it was 6.6%, 6.3% in 1989, 4.51% in 1999 and 4.41 in 2009. The total number of estimated poor people in the district stands at 68,748 suggesting that over half of the total population of the constituency live below the poverty line. Some of the major causes of poverty are physical and biophysical limitations, frequent and prolonged drought and environmental degradation. Social causes include low level of formal and informal education, poor health, few health facilities and services, negative cultural practices, gender inequality and human wildlife conflicts. On the other hand the economic causes of the high poverty level has been identified to include, insufficient water supplies, poor infrastructure, low livestock and crop production, inadequate markets and marketing, unemployment mostly due inadequate technical skills especially among youth and inaccessibility to credit facilities

The main economic activity in the constituency is pastoralism with a small section of the constituency practicing subsistence farming. Small scale trading is also prominent in areas surrounding trading centers.   There has been a lack of interest in education with majority of the youth among them pupil of school going age choosing moranism at the expense of schooling. Parents within the rural areas have delegated the role of herding cattle to school going age children. Majority of girls graduate into marriage after clearing class eight. According to the National Poverty Index Report of 2006, the number of female who have never attended school stands at 40.3% against that of men which is 29.8%.

1.2   Statement of the Problem

Africa's failure to achieve development has been characterized by escalating poverty, unemployment and inequality within and across a majority of African states (Mbabazi, 2005). Various scholars have attributed the problem to the top-down approach to development that was adopted by most African leaders under the guise of National unity. The Kenyan government attempt to devolved funds to the local level has been in the form of devolution of development funds with an aim of bringing fiscal decision making down to the community level and eventually stimulate citizen participation in identification, prioritization, design and implementation of their preferred development projects. These believe is based on the assumptions that with such devolvement of funds it will lead to efficient allocation of resources equitable to all regions in the country. Although the CDF takes a relatively small amount of national resources-2.5 percent of government's ordinary revenue collected every year, its impact at the grassroots level is evident in many areas and the results could be significant if the funds are efficiently utilized (Olukoshi and Nyamnjo, 2005).

However despite this positive picture painted about C.D.F., there is doubt as to whether the fund is being used optimally or it has been hijacked by politicians to advance their patron-client networks (Kimenyi 2005). In the case of the Kajiado South Constituency, a number of what can be considered good strategies on the usage of this fund have been developed since the coming into being of the C.D.F. in the constituency but when the constituents are asked to give their opinion of the success of the program, majority of them register their dissatisfaction. A look at the

implementation of CDF in the Kajiado South constituency in the recent years reveals a mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. In addition, since the intention of C.D.F was to allow local communities to participate in their development projects, the managers of the fund have been experiencing problems in sourcing technical persons to implement the strategies and this has in some cases hampered the success of the project in the constituency especially in the design and technical know-how.

There are many local studies that have been done in Kenya regarding strategic responses to environment and their implementation challenges. Some of the more recent studies include; Nyangweso (2009) on the strategy implementation challenges at Cooperative bank who found out that in the case of Co-op bank just like in any other player in the banking industry, implementation of strategies should be fast, consistent and should be adaptable on many fronts simultaneously. Kiprop (2009) researched on challenges of strategy implementation at the Kenya Wildlife service and identified that a firm should focus on formal organizational structures and control mechanisms of employees while implementing its strategy. Waiyego (2009) studied strategy implementation at Kenya electricity generating company ltd observing that for dominant players in the market, the strategy implementation process has changed recently due to more scrutiny from the government and stakeholders in general. She therefore observed that such firms should be adaptable to the changing environment. As can be evidenced in the above studies, there has been no study on strategy

implementation challenges in the local grassroots level in particular a fund that has political influence in its management like the Constituency development fund. This study will therefore seek to answer the question; "what challenges does Kajiado South Constituency experience in its strategy implementation process?"

1.3   The research objectives

The objectives of the study were to:

i)   Establish the challenges faced in the implementation of Kajiado South CDF.

ii)   Determine the measures adopted to overcome the challenges.

1.4   Importance of the Study

The study will aid various stakeholders in the country as follows:

The other constituencies in the country will obtain details on how they can be able to effectively implement their strategies in the face of numerous challenges facing them at the grassroots level both from within and outside the constituency. In addition the study will be an invaluable source of material and information to the NGO's and development partners operating in the country and who major in providing financial support to projects at the constituency levels.

The government and regulators of the fund will also find invaluable information in how good strategies can be adopted and as a result put in place policies that will guide and encourage other organizations within and without the government sector in implementing their strategies. For academicians, this study will form the foundation

upon which other related and replicated studies can be based on. Investors can also gain an insight on the business and its strategic position within the environment, which can assist them in determining viability of their investments.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides information from publications on topics related to the research problem. It examines what various scholars and authors have said about implementation of strategic plans and challenges that affect strategy implementation. The chapter is divided into three main areas: theoretical review, empirical review, overview of literature review.

2.2 Concept of Strategy

The concept of strategy embraces the overall purpose of an organization. It is the determination of the basic long-term goals and objectives of an enterprise, adoption of courses of action and the allocation of resources necessary for carrying out those goals. Gole (2005) proposes that strategic management is a process, directed by top management to determine the fundamental aims or goals of the organization, and ensure a range of decisions which will allow for the achievement of those aims or goals in the long-term, while providing for adaptive responses in the short-term. The three core areas of corporate strategy as outlined by Gole (2005) encompasses: strategy analysis, strategy development and strategy implementation. Strategic analysis deals with examining the environment within which the organization operates.

According Pearce and Robinson (2007), Strategy formulation is concerned with determining where the organization is, where it wants to go and how to get there. It

involves carrying out situation analysis that leads to setting of objectives. Vision and mission statements are crafted and overall corporate objectives, strategic business unit objectives and tactical objectives are also developed. Strategy implementation is the process of allocating resources to support an organization's chosen strategies. This process includes the various management activities that are necessary to put strategy in motion and institute strategic controls that monitor progress and ultimately achieve organizational goals. Strategy evaluation includes review of external and internal factors that are bases for strategies formulated, measuring performance and taking corrective action, if necessary. This is important as all strategies are subject to future modification depending on environmental turbulence (Robbins and Coulter (1996).

Higgins (2007) on his part describes strategic implementation as the process of allocating resources to support chosen strategies. This process includes the various management activities that are necessary to put strategy in motion and institute strategic controls that monitor progress and ultimately achieve organizational goals. Further, the studies points out that almost all the management functions-planning controlling organizing motivating, leading directing integrating, communication and innovation- are in some degree applied in implementation process.

Porters (2007), five forces theory of strategic planning provides a framework that models an industry as being influenced by five forces. Porter assumed that companies, when implementing strategies, must do so within the framework of five forces; the force of suppliers, the force of buyers the force of substitute products, the force of new entrants and the force of competitive rivalry. The five-force model looks at the

strength of the five distinct competitive forces, which, when taken together, determine long-term profitability and competition. The strategic business manager seeking to develop an edge over rival firms use this model to understand the industry context in which the firm operates (Porter, 2007). Porter states that, in order to position the organization best, or to cope with the environment best, the strategist needs to understand the competitive structure of the marketplace in which his/her organization operates. The "five forces" model can be used to help strategists better understand the competitive dynamics of their marketplaces and align their organization successfully against each of the forces. The model can also be used to assess the general attractiveness of a market place and to help strategists decide whether, where and how to compete in a market place.

Burkhart's theory of strategic planning points out that strategic planning determines the company's current position, where they want to go, how to get there and how they will know if they got there or not. Current position of the company can be assessed with the help of SWOT analysis. Strategic planning should respond to changing circumstances of the environment in the best possible way. It can be described as externally oriented planning i.e. their own products and competitor products will be viewed from an outsider's point of view. Therefore setting goals is necessary and an approach must be developed to achieve these goals. There is no one perfect strategic planning model. Each organization has to develop its own model of strategic planning often by selecting a model and modify it (Burkardt, 2005).

Zyen theory of strategic planning defines strategy as a means by which organizations deal with risks and rewards in order to achieve their objectives. The values of strategy, planning and strategic planning are paramount to any organization. Organizational relationships with clients often begin with strategic planning. Many successful companies are those that plan. Therefore, organizations use strategy as a means of dealing with uncertainty (Zyen, 2009).0n the other hand, McNamara, (2009) indicates that strategic planning determines where an organization is going over the next year or more and how it is going to get there. According to his theory, the process of strategic planning is organization- wide, or focused on a major function such as a division, department or other major function. Planning typically includes several major activities in the process.

According to Mintzberg (1994), organizations begin strategy formulation by carefully specifying their missions, goals and objectives, and then they engage in SWOT analysis to choose appropriate strategies. Further, he suggests that the traditional way of thinking about strategy implementation focuses only on deliberate strategies. Some organizations begin implementing strategies before they clearly articulate mission, goals, or objectives. In this case strategy implementation actually precedes strategy formulation. Mintberg calls strategies that unfold in this way emergent strategies. Implementation of emergent strategies involves the allocation of resources even though an organization has not explicitly chosen its strategies. Most organizations make use of both deliberate and emergent strategies. Whether deliberate or emergent,

however, a strategy has little effect on an organization's performance until it is implemented (Mintzberg, 1994).

2.3   Challenges of Strategy Implementation

Formulating appropriate strategy is not enough.   For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, reward system, organizational culture, resources and leadership.   Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation (Bateman and Zeithaml, 1993). As was further observed by David (2003), successful strategy implementation must consider issues central to its implementation which include, matching organizational structure to strategy, creating a supportive organizational culture among other issues.

2.3.1   Organizational culture

Culture is a set of assumptions that members of an organization share in common (shared beliefs and values). Organizational culture helps in nurturing and dissemination of core values. Implementation of new strategy will be concerned with adjustments in the structure, employees, systems and style of doing things in order to accommodate the perceived needs of the strategy (Pearce and Robison, 2007). Weihrich & Koontz (1993) look at culture as the general pattern of behavior, shared beliefs and values that members have in common.

Culture can be inferred from what people may do and think within an organization

setting. It involves the learning and transmitting of knowledge, beliefs and patterns of behavior over time. This means organizational culture is fairly stable and does not change fast. It sets the tone for the company and establishes rules on how people should behave. The top managers create a climate for the organizations and their values influence the direction of the firm.

2.3.2   Leadership and Management

Organizational structure on its own is not sufficient to ensure successful implementation of a strategy, effective leadership is required. Bateman and Zeithaml (1993) define a leader as one who influences others to attain goals. Leaders have a vision and they move people and organizations in directions they otherwise would not go. In a competitively chaotic environment, one essential contribution of a strategic leader is to provide and share a clear vision, direction and purpose for the organization (Thompson, 1997).

Leadership is the key to effective strategy implementation. The role of the Chief Executive is fundamental because a CEO is seen as a catalyst closely associated with and ultimately is accountable for the success of a strategy. The CEO's actions and the perceived seriousness to a chosen strategy will influence subordinate managers' commitment to implementation. The personal goals and values of a CEO strongly influence a firms' mission, strategy and key long term objectives. The right managers must also be in the right positions for effective implementation of a new strategy (Hill and Jones, 1997). Top management goodwill and ownership to drive the process is

also critical to effective implementation of strategy.   According to Thompson (1997), the strategic leader must direct the organization by ensuring that long term objectives and strategies have been determined and are understood and supported by managers within the organizations who will be responsible for implementing them.

2.3.3   Organizational Structure

Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted (Lorsch 1967). Thompson and Strickland (1980) notes that strategy implementation involves working with and through other people and institutions of change.   It is important therefore that in designing the structure and making it operational, key aspects such as empowerment, employee motivation and reward should be considered. Structure according to Thompson (1997) is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes.

Strategies are formulated and implemented by managers operating within the current structure. The structure of an organization is designed to breakdown how work is to be carried out in business units and functional departments. People work within these divisions and units and their actions take place within a defined framework of objectives, plans, and policies. Successful strategy implementation depends on a large part on how a firm is organized. Ohmae (1983) agrees that strategy and structure need to be matched and be supportive of each other in order to achieve objective set. The

structure helps an organization identify its activities and the way in which it will coordinate them to achieve the firm's strategic objective. It also provides managers with a vehicle to exploit fully the skills and capabilities of the employees with minimal costs and at the same time enhance the firm's capacity to achieve superior efficiency, quality, innovation and customer responsiveness (Pearce & Robinson, 2002).

2.3.4   Reward and sanctions systems

The execution of a strategy depends on individual members of organization especially key managers. Motivating and rewarding good performance for individuals and units are key success factors in effective strategy implementation (Shirley, 1983). According to Cummings and Worley (2005), organizational rewards are powerful incentives for improving employee and work group performance. It can also produce high levels of employee satisfaction. Reward systems interventions are used to elicit and maintain desired levels of performance.

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Reward system should align the actions and objectives of individuals with objectives and needs of the firm's strategy. Financial incentives are important reward mechanisms because they encourage managerial success when they are directly linked to specific activities and results. Intrinsic non-financial rewards such as flexibility and autonomy in the job are important managerial motivators. Negative sanctions such as withholding of financial and intrinsic rewards for poor performance are necessary to encourage managers' efforts (Pearce and Robinson, 2002, Thompson et al, 2007).

2.3.5 Resources and Capacity

According to Thompson et al (2007), effective strategy implementation depends on competent personnel and effective internal organizational systems. No organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with suitable skills and intellectual capital. As was reinforced by Cummings and Worley (2005), the task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets.

Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts. Building a capable organization is thus a priority in strategy execution. High among organizational building priorities in the strategy implementation is the need to build and strengthen competitive valuable competencies and organizational capabilities. Training therefore becomes important when a company shifts to a strategy that requires .different skills, competencies and capabilities.

2.4 Dealing with challenges of strategy implementation

Despite the importance of strategy implementation, some managers mistake the implementation of strategy as an afterthought, Grundy (1998). Studies undertaken by Alexander et al (2001), most strategic literature is on strategy formulation and this they argued, is an indicator of the emphasis placed in the formulation phase in strategic planning. To resolve this, Grundy (1998) suggests that strategic planning

should accomplish its own shift of emphasis by moving from 90:10 concerns on strategy formulation relative to implementation to a minimum of 50:50 proportions with it. To overcome and improve challenges in strategy implementation, Adreas (2005) suggests that the following steps should be undertaken.

2.4.1 Commitment of Top management

The most important thing when implementing a strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation (Kubinski, 2002). Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members.

To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. Instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Kubinski, 2002).

2.4.2   Involvement of middle managers

The second most important thing to understand is that strategy implementation is not a top-down-approach. The success of any implementation effort depends on the level of involvement of middle managers. To generate the required acceptance for the

implementation as a whole, the affected middle managers' knowledge (which is often underestimated) must already be accounted for   in the formulation of the strategy. Then, by making sure that these managers are a part of the strategy process, their motivation towards the project will increase and they will see themselves as an important part in the process.

Unfortunately, in practice, managers and supervisors at lower hierarchy levels who do have important and fertile knowledge are seldom involved in strategy formulation and when they do, the probability for realizing a smooth targeted and accepted strategy implementation process increases substantially (Kaplan and Norton, 2001). To involve employees is an important milestone to make strategy everyone's everyday job. That is why the involvement of middle managers is essential to increase the general awareness of the strategy. The involvement of middle level managers helps in building consensus for the strategy. A lack in strategic consensus can limit a company's ability to concentrate its efforts on achieving a unified set of goals (Miniace and Falter, 1996).'

2.4.3   Integrative point of view

Traditional strategy implementation concepts generally over-emphasize the structural aspects and reduce the whole effort down to an organizational exercise. It is dangerous; however, when implementing a new strategy, to ignore the other existing components, Alexander (2001).Strategy implementation requires an integrative point

of view. Not only the organizational structure, but cultural aspects and the human resources perspective are to be considered as well.

An implementation effort is ideally a boundary less set of activities and does not concentrate on implications of only one component, e.g. the organizational structure. It is of great importance to integrate soft facts as well in the reflection of the implementation process. It is the consideration of soft and hard facts together that ascertains that cultural aspects and human resources receive at least the same status as organizational aspects. Altogether, such an integrative interpretation allows an important scope of development for implementation activities (Kubinski, 2002).

2.4.4 Clear assignment of responsibilities

One of the reasons why strategy implementation processes frequently result in difficult and complex problems - or even fail at all - is the vagueness of the assignment of responsibilities (Giles, 1991). In addition, these responsibilities are diffused through numerous organizational units. Cross-functional relations are representative of an implementation effort. This is indeed a challenge, because as already mentioned before organizational members tend to think only in their "own" department structures. This may be worsened by over-bureaucracy and can thus end up in a disaster for the whole implementation (Guffey and Nienhaus, 2002).

To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities. This is a preventive way of proceeding. Responsibilities are clear and potential problems are therefore avoided.

2.4.5   Preventive measures against change barriers

Change is part of the daily life within an organization. The ability to manage change has shown to be a core competency for corporations. A great challenge within strategy implementation is to deal with potential barriers of the affected managers. Implementation efforts often fail when these barriers are underestimated and prevention methods are not adopted at the beginning (Thompson et al, 2007). One has to be aware that barriers against the implementation of the strategy can lead to a complete breakdown of the formulated strategy.

In psychology, much research is done about human barriers. The cause for these barriers is seen in affective and non-logical resistances, which are, in a way, incomprehensible because they come out of the subconscious of human beings (Donaldson, 1995). Barriers to implementing a strategy range from delay to outright rejection. However, this psychological point of view is often downplayed during discussions of implementation issues, even though it is becoming more and more obvious that strategy implementation consists, for the most part, of psychological aspects. By changing the way they view and practice strategy implementation, senior executives can effectively transform change barriers into gateways for a successful execution (Thompson et al, 2007).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1   Research Design

The research design was a case study. A case study is an in-depth investigation of an individual, institution or phenomenon. The primary purpose of a case study is to determine factors and relationships among the factors that have resulted in the behavior under study. The study adopted in this particular study since not all the potential population of the study will be knowledgeable of the challenges facing strategy implementation in the constituency. In light of this therefore, a case study design was deemed as the best design to fulfill the objective of the study as the results was expected to provide an insight in understanding what challenges, the constituency faces in implementing its strategies. As a result of this, a case study research design was found to be appropriate design.

3.2   Data Collection

The study used primary data which was collected through a face to face interview with the researcher. An interview guide was used to collect data on challenges facing strategy implementation at the Kajiado South Constituency CDF. The interview guide consisted of questions that the interviewer asked the respondents. The respondents interviewed were those involved with the formulation, evaluation, and implementation and controlling the constituency's development projects. The interview guide was made up of three sections namely; respondents profile, challenges of strategy implementation and how the same challenges can be overcome.

The interviewees were made up of top managers of the constituency fund, Civil servants working in the constituency, professional working within and outside the constituency but reside in the constituency. This group of respondents was considered to be key informants for this research. In addition this group of respondent is either involved in the development or implementation of the constituency strategies. The results was expected to provide an insight in understanding how the constituency responds to the strategy implementation challenges in its strategic planning.

3.3   Data Analysis

The data obtained from the interview guide was analyzed using qualitative analysis. Qualitative data analysis makes general statements on how categories or themes of data are related. The qualitative analysis was adopted in this study because the researcher was able to describe, interpret and at the same time criticize the subject matter of the research since it was difficult to do so numerically. It also enabled the researcher to make individualistic judgment on the research subject matter.   The qualitative analysis was done using content analysis. Content analysis is used to describe and systematically analyze the content of written, spoken, or pictorial communication (Vogt, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study. The themes (variables) that were used in the analysis was broadly classified into two: challenges of strategy implementation and measures adopted in dealing with the strategy implementation challenges.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1   Introduction

The research objective was to establish the strategy implementation challenges on devolved funds; a case of Kajiado South constituency fund. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2   Respondents Profile

This section of the interview guide wished to establish the targeted respondent's academic as well as professional qualifications. In addition, their work experiences were also to be established. From there academic qualification backgrounds as well as work experience, the researcher will be able to assess their capacity to answer ably questions on the constituency strategy implementation challenges as well as their responses to the same challenges.

The respondents comprised the senior government officials working in Kajiado South district and also top and level managers of the constituency development fund. In total; the researcher interviewed eight respondents out of the intended nine interviewees. All the respondents interviewed had university degrees with three of them having a Master in Business administration degree as well. The respondents had different educational backgrounds that ranged from, Accounting, Finance, public administration, BA (Economics) and HR. With such academic and professional

background the respondents were deemed to be capable to analyse and critical identify and respond appropriately to the challenges facing strategy implementation at the Kajiado South constituency.

The work experience for the respondents ranged from five to ten years bothe within the constituency and without. On average, the respondents had worked in the constituency for three and half years. The job description of these respondents ranged from district education office, constituency aids control coordinator, CDF fund account manager, district water office, chairman KNUT Alkejuido - county member of CDF and various ward representatives. Having worked in the constituency for such a period, the researcher believes that the respondents will have firsthand experience on the challenges facing the implementation of strategies in the constituency. With this solid background, it was felt that the respondents were knowledgeable enough on the research subject matter and thus of help in the realization of the research objective.

4.3 Administration of CDF in Kajiado South Constituency

This section of the interview guide aimed at establishing from the respondents whether they are contended with the administration of the KSC CDF funds and the implementation of its strategies. The results from the respondents indicated that the management of the CDF projects in the constituency has been managed in the recent past in a more transparent manner with an improved degree of success. The reasons they gave on the registered improvement in success rate of the projects was among others the able management team that has been running the administration of the CDF.

They pointed out that the political class has in the recent past not interfered in the management decisions or its appointment and as a result, there has been improved process of evaluation and implementation of the projects decisions. The recruitment of members to the board was identified by the respondents to be done through an electoral process and as a result all the constituents are given a chance to elect their representatives.

The respondents noted that the current management team has been sourced from individuals with varied academic and professional background as well as locals in the constituency that is versed with local problems and solutions to the same problems. With this solid background in form of qualification and experience, the respondents noted that this has improved the administration of the constituency CDF as well has achievement of success in the implementation of its projects. In addition the respondents observed that Kajiado south constituency has minimum political interference in the management of the constituency kitty and from this, the management has had to make their decisions without external pressures or fear of antagonizing the leadership in the area.

4.4   Strategy Implementation Challenges

Formulating appropriate strategy is not enough.   For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization culture, structure, management, leadership, resources and capacity.   Just

as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation.

The Kajiado constituency fund faces a number of challenges in implementing its strategies. All the respondents identified different factors that have hindered effective implementation of the strategy in the constituency and how the same factors impacts on strategy implementation in the constituency. The challenges ranged from: constituency culture, organizational structure of CDF committee patronage in the CDF mechanism, leadership and management, reward and sanctions, inadequate resources and capacity building.

4.4.1 Organizational culture

As to the question posed to the respondents on whether they felt the community culture and the management culture established affected the strategy implementation in the constituency, the results varied among the respondents. However, majority of the respondents noted that the culture is indeed an impediment to the implementation of the CDF strategies. The culture factors that were identified by the respondents and affected the implementation of the strategies included: reluctance to incorporate women in the management of the fund, fear to openly question projects that might not be in the best interest of the society, resistance to change and generally fear of the unknown.

A number of senior staff members in the administration of the constituency CDF were pointed out to be slow to change and are found to continue acting or operating in the 'same way' and whenever new changes are introduced or change of strategy is required to capture a certain opportunity or counter a given threat, the same group will be slow in decision making that will lead to the loss of opportunity. This view is found to be in tandem with that made by Pearce and Robinson (2007) when they noted that since implementation of strategies will affect in some cases the "way things are done in the organization', then the employees in the establishment will tend to resist such changes. Thus the implementation strategy should be concerned with the necessary adjustment in order to accommodate the perceived needs of the strategy.

4.4.2 Structure and Patronage in the constituency CDF

The findings on the question as to whether the constituency CDF structure and possible existence of patronage was hindering the implementation of strategies were by a majority response in the negative. Six of the respondents were of the opinion that the CDF committee structure was not a hindrance to the implementation of various strategies and instead observed that the current structure as it is acts as a complementing factor to the implementation of the strategies through equal representation of all areas of the constituency. One other respondent noted that the structure ensures public participation in project participation in the implementation of the constituency projects through project implementation committees at the grassroots level. They noted that the current structure provides managers with a vehicle to exploit fully the skills and capabilities of the employees with minimal costs and as a result

lead to the enhancement of the organization capacity to achieve superior efficiency, quality, innovation and customer responsiveness. However these findings are contrary to that made by Ongoya and Lumallas (2005) who noted that majority of the constituency CDF structures was an impediment to the development and implementation of the strategies. This difference can be attributed to the changes made afterwards to the CDF Act to encourage openness and transparency in the management of the CDF affairs.

On the question of whether there exists patronage in the composition of the CDF committee, the respondents conquered that CDF management has the potential of being used as a platform for political patronage. From the study it was found out that there can be elements of patronage in the CDF mechanism especially with regard to the composition of the CDCs. The Act makes the Members of Parliament patrons of the CDCs at the constituency level by vesting so much power on them with regards to determining who sits in those committees. This makes the CDCs platforms for patronage. Members of parliament are better placed to nominate their political allies to these committees as the law does not stop them from doing so. For instance, it is required that these committees be comprised of two councilors, two people representing religious organisations, two male representative, a youth representative and a representative from the non-governmental organisations. All these people can be the MP's supporters because the law allows him/her to choose them. This view is supported by reference to (KHRC, 2006) survey that indicated that recruitment to CDCs is highly characterised by political interference as MPs prefer working with

their close allies. More so one of the factors MPs are supposed to consider when nominating these members is their integrity and honesty (loyalty to them MP). In support of this assertion, there has been a marked change in CDC in other constituencies whenever, a new member of parliament is elected.

4.4.3   Leadership and Management

The researcher also wished to identify from the respondents if leadership was a challenge to the process of strategy implementation in the constituency CDF. To this extent all the respondents were of the opinion that indeed leadership was a big challenge to the process. They supported this by pointing out the various kinds of challenges faced by the CDF that resulted from the state of leadership in place. First, rigidity and bureaucracy together with the failure to embrace new ideas and innovational technology in management was noted as a challenge.

In addition, the several instances where differences in opinion, forced removal of project leadership, disputes in project leadership election have been witnessed in the CDF committee were pointed out as indicators of the existence of leadership and management problems in the implementation of the constituency strategies. Management resistance to change and new ideas, lack of visionary leadership together with poor leadership skills and knowledge are still additional challenges facing the organisation. Some of these leadership skills were found to be due to a lack of proper training and this could be remedied through the process of training of those in the management positions.

4.4.4   Resources and Capacity

The respondents agreed unanimously that resource constraints hindered implantation of the CDF projects. They human resource capacity in terms of qualifications, competence and numbers were identified as a major constraint in the undertaking of the projects while financial limitations made some of the projects not to be completed in time. In addition, some projects were pointed out to be financed by donors as well as contributions from the CDF kitty and as such inadequate project planning may lead to disillusionment of the partners on strategic decisions who may quit the projects before implementation is complete. Therefore, as far as the resource is concerned setting and communicating deadlines that are workable as well as prioritizing on the policies is an important stage in ensuring the success of the projects within the set timelines.

4.4.5   Rewards and Sanctions

The success of implementing any strategies in an organization will depend on the human resource asset, especially the managers. This point was appreciated by the respondents who did observe that in order to achieve the desired results in the constituency projects; the project committee plays an important role. They have to plan, supervise the construction of the project and also manage the completed project. As a result, they pointed out that this category of staff will require being motivated through adequate rewards in recognition of the achievement of the targets. In addition, the respondents pointed out that not only should these rewards be developed and

extended to the staff, they also need to be aligned to the actions and objectives of individuals with the objectives and needs of the firm's strategy.

It was observed that the current reward that was being given to these staff in some cases was not adequate to compensate them for the time and resources to put into the management of the constituency CDF. A case in point highlighted was the amount of allowance that the committee members receive for attending meetings and visiting the various projects initiated under the CDF programs. They noted that in some cases the allowance they receive is much less that for example the transportation costs incurred by some of them to attend the same meetings. Not only did the respondents concern themselves with the financial rewards, they also suggested intrinsic rewards such as autonomy in project supervision, recognition of the role they play and need of such meetings to be much flexible. This result will be in line with the observations made by Thompson et al. (2007).

4.5 Measures taken to overcome the Challenges

This section of the interview guide aimed at seeking to get from the respondents what responses have been initiated by the CDF to counter the challenges on the strategy implementation identified above.

The respondents did appreciate the role of organizational culture in the realization of its Vision and Mission. However, they noted that in case the set of beliefs and values affects the realization of the same objectives, then there will be a need of the same to be relooked and adapted to the aspirations of the society. Towards this end, the respondents indicated that the involvement of the employees in strategy

implementation and incorporating their views and also initiating a two way communication between the management and staff on the benefits to be derived from the implementation of various strategies was suggested to be a way of avoiding. On the challenge of gender disparity, the respondents observed that a deliberate move of educating the community on the need to have more women representation in the management of CDF has been undertaken. However, they appreciated that lately, the involvement of the community through the various Wards in the CDF committee has helped in bringing more women representatives in the management of CDF affairs in the constituency. The affirmative action plan was also identified as a measure that has been taken to address the issue of gender imbalance in the CDF committee. Through this move, the respondents pointed out that women and youth representation now stands over 60% of the members. The need to have this group in the management is to have their input in decision making since women are believed to more verse with issues that affect them. It is observed that challenges in culture be addressed gradually since changes to culture cannot be made overnight. This point is in tandem with that of Ohmae (2003) in which he noted that organizational culture is fairly stable and does change fast and consequently in changing the same, the changes should be gradual.

Another challenge that affected the implementation of the Constituency strategies was organizational structure. Towards addressing the challenges emanating from the organisation structure, the respondents observed that several measures have been carried out including yearly assessment of individual roles to ensure proper revision of the structure to be in line with the organization strategy, encouraging teamwork and ensuring that there is a conducive working environment - which they said would create

room for discussions, interaction and proper communication. This they argued would be achieved through good working relations between peers and holding effective staff meetings. Furthermore, additional training together with constant focus on the organization goals were also identified as great remedies to these challenges. Effective functioning of the CDC enables benefits accruing from the fund to reach the constituents (client) through the two levels of projects identification, thorough scrutiny of project proposals to ensure equitable distribution of projects in the entire constituency and adherence to regulations governing project implementation.

The respondents were in agreement on the measures to be taken in overcoming some of the leadership and management challenges in the CDF. They noted that some of these challenges result from poor communication, overworking of some workers unintentionally. To address this challenge it was pointed out that the committee should engage human resource specialists and business units in harmonizing all roles in the project committees, communication of roles and responsibilities at an early state and involvement of middle line managers at the early stages of strategy development because eventually they will be the ones to implement the same projects. As Chabal and Daloz (1999) observed that corruption thrives in the implementation of government policies such as CDF due to lack of political institutionalisation (adherence to rule of law, separation of powers and detachment from social enclaves) and the ineffectual nature of the state (politicians showing no interest in adhering to rule of law and respect for public office). Thus it is important for such noble programs to guard themselves against such vices that are likely to come in. in addition, going by

the principle of separation of powers, the role of the MPs with respect to CDF is supposed to be debating upon and passing bills to laws that govern the implementation of the fund which is not the case at present because members of parliament have a leeway in the management and implementation of projects in the constituency.

In order to mitigate the challenges to implementation of projects, financial resources, proper planning and prioritizing on the policies is a key factor to consider in order avoiding wastage. It was also pointed out by the respondents that it is important to set aside enough finances for the project while ensuring that staff are motivated and recognized i.e. through reward and appreciation schemes. The staff with adequate training in their roles in strategy implementation is nerve centre in boosting the organisation competence and qualification to handle demanding tasks. As a result, the respondents noted that when the CDF committee is setting budgets, it ought to incorporate adequate resources to ensure the realization of the set goals and putting in place mechanism of addressing the issue of resource limitation in their role. As Cummings and Worley (2005) noted, the respondents observed that for successful implementation of the constituency projects, the task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

In summary, the study shows that the interviewees are aware of the strategies adopted by the Kajiado South Constituency CDF committee in its implementation process and the challenges that the constituency faces in the implementation of the same strategies. The knowledge about the operations of the constituency CDF was exhibited by the respondents by virtue of all of them having worked in the CDF committee for more than four years on average and also due to the fact that all of the interviewees were engaged in the day-to-day management and operations of its strategy implementation arm of the firm. In addition, the respondents were found to be well versed with the subject matter of the study and all had solid academic background having attained a first degree and several of them Masters in several fields. As a result of the above, the researcher felt that the results obtained from the respondents reflects the true position as in the organization.

The strategy implementation process in the constituency is given importance in the all strategic process. However, the CDF face a number of challenges in implementing its strategies. The challenges facing the constituency CDF varies from inflexible organizations structure, unresponsive leadership and management, inadequate resources and capacity of staff, in adaptive organizational culture, inadequate rewards, and sanction system and also political patronage in some instances.

Culture was identified has an impediment to the implementation of the constituency strategies. The culture factors that were identified by the respondents and affected the implementation of the strategies included: reluctance of the community and the CDF committee to incorporate women in the management of the fund, fear to openly question projects that might not be in the best interest of the society, resistance to change and generally fear of the unknown. Unlike the CDFs' culture which was identified as an impediment to the implementation of the organizations structure, the committee current structure was appreciated to be providing the managers with a vehicle to exploit fully the skills and capabilities of the employees with minimal costs and as a result lead to the enhancement of the organization capacity to achieve superior efficiency, quality, innovation and customer responsiveness. Lack of enthusiasms in some of the projects among the committee members was identified as a conflict of interest.

In a competitive and chaotic environment, one essential contribution of a strategic leader is to provide and share a clear vision, direction and purpose for the organization. Leadership is the key to effective strategy implementation and whenever there is no clear leadership in a process, and then chances are that the organisation might not achieve its objectives. A number of instances were pointed as a case of unsatisfactory leadership qualities including; forced removal of project leadership and persistent disputes in project leadership election have been witnessed in the CDF committee out as indicators of the existence of leadership and management problems in the implementation of the constituency strategies. The constituency strategies

implementation was also faced by inadequate resource allocation and also lack of personnel to undertake and supervise the projects within the standards and time set.

To address the above challenges in the constituency strategy implementation, a number of measures have been undertaken by constituency CDF committee to address these challenges. A customer focused approach together with education and training of the management was core to overcoming some of these challenges. It was also noted that the CDF management structure and chain of communication and command has been updated to react fast to the requirement of the strategies. In addition, when designing the organizational structure it has been purposed to incorporate such structure that will incorporate enhancement of empowerment and communication process in the CDF committee. To overcome resistance, involvement of all the staff in devising strategic objectives, communication, motivating employees and encouraging team work together with frequent recognition of staff achievement has been found to help in reducing this resistance. On the challenge of inadequate resources to implement the constituencies strategies, it has been purposed to hire to more qualified staff to manage the affairs of the constituency as well as leasing some of the equipment required for construction of various projects within the constituency than purchasing of the same.

5.2   Conclusion

From the research findings and the answers to the research questions, some conclusions can be made about the study:

Strategy formulation and implementation process is very vital for the functioning of any organization. From the findings, it was established that the strategy formulation process in the constituency projects follows a top-down approach while implementation process adopts a bottom up approach. This disconnects in the strategy formulation and implementation has in some cases brought about challenges in the success of implementing the set strategies. The constituency projects team consists of qualified team that has been able to steer the CDF projects amid the challenges that come with implementation. This therefore means that for an effective handling of the challenges of implementation, the managers should be empowered through adequate training and development programs to carry such projects. In addition, it is important that the organisation has in place adequate mechanism of incorporating the views of all the stakeholders in the development of the strategies for a successful implementation of the same strategies. Despite the position that the constituency has been able to realise success in significant components of its projects, it has there is room for improvement to increase its annual success.

Another important conclusion from the study is that for an effective strategy implementation, an organization needs to make the process of implementation all inclusive where the junior staff, community and other stakeholders are accommodated for each to feel part and parcel of the process. Further, effective monitoring and evaluation (M & E) of the strategies during implementation was found to be critical. The community unit should be able to put in place measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore

increase the chances of achieving the same strategies. In an effort to improve M & E, an external consultant will be recommended that will give independent opinions and guidance towards the achievement of the same objectives.

5.3   Recommendation

The study recommends that the government directs more resources to the administration of the CDF projects. Currently, the government provides funds to the constituencies but does not follow up effectively on how the same funds are being utilized apart from the normal auditing exercise that is done. It was realized that the major challenge facing constituency projects is the implementation phase of the strategies. Majority of the projects will be initiated or get designed but during actualization of the same strategies, problems start emerging. Thus it is recommended that the government should put resources to training the implementers and coming up with policies geared towards enhancing the implementation of the constituency strategies. The government can second project specialist in every constituency to help local leaders in the management of the projects and also encourage project interchange between various constituencies in the management of the projects.

The concept of constituency development fund is replicated in all the 210 constituencies in the country. The challenges that Kajiado South constituency faces in the implementation of its strategies and the ways that has been taken to address the same challenges will be beneficial to these constituencies in developing ways of avoiding the same challenges in the constituencies as well as adopting some of the

mechanisms that have been adopted to overcome the challenges. In this way, the constituencies will be able to effectively utilize their funds and achieve high success rate in their implementation. With the management team that currently manages the Kajiado South CDF, other constituencies will also to learn their leadership style and the best way of managing the same funds.

The management of the Kajiado South Constituency fund will also benefit from this study especially from the challenges that affect the realization of the constituency strategies. The current responses may not be adequate in addressing all the challenges and adoption of other strategies will be important in realizing the CDF projects. In addition, the management might perform better if they include a monitoring and evaluation officer in the implementation process. This officer will be tasked with continuously monitoring and evaluating the progress of the strategies and if need be, a change of the implementation program will be necessitated to ensure that successful strategy implementation be made.

5.4   Recommendations for Further Research

The study confined itself to Kajiado South constituency CDF. This research should therefore be replicated in other constituencies in other parts of the country that could be experiencing different cultural and economic level. This will therefore facilitate a study on the success CDF strategy implementations under different cultural and economic set ups. Could the success of strategies be influenced by these factors and whether they will face the same challenges?

5.5 Limitations of the Study

This study depended on interviews and discussions with management, government officials and the employees of the CDF. It would have been of value to obtain the views of those served by the CDF or other stakeholders in the constituency. The scope and depth of study was also limited by the time factor and financial resource constraints. This put the researcher under immense time pressure.

The researcher also encountered immense problems with the respondents' unwillingness to give the researcher interview time promptly.

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APPENDIX I

INTERVIEW GUIDE

The interview guide will seek to achieve the following objectives;

1.) Determine the CDF strategy implementation challenges faced by Kajiado South Constituency.

2.) Establish the strategies used by CDF to overcome the strategy implementation challenges

Interview Questions

The following sections provide sample questions to be used in evaluating challenges of strategy implementation at Kajiado South Constituency.

1.) Background Information on the interviewees

- What current position in the constituency do you hold?

- For how long have you been holding the current position?

- Would you change your current duties if given a chance?

2.) Administration of CDF in the Constituency

- How are the constituents involved in the management of CDF?

- How is the recruitment of members to the CDF committee undertaken?

- Are you happy with the extent of your involvement in the CDF matters in the constituency as well as the recruitment of CDF committee members?

- Does the constituency hire qualified professional to manage its CDF?

- Are you satisfied by the use of the Constituency's CDF kitty?

3.) Strategy implementation Challenges

This section will seek to identify the strategy implementation challenges in the Kajiado South constituency

a) Constituency culture

- Does the culture in your organization hinder strategy implementation?
- What challenges are brought about by culture?
- What are some of the values and beliefs shared by the members of the constituency?
- Does this pose a challenge to the process of strategy implementation?

b) Structure of the Constituency CDF

- Does the structure of the CDF pose a challenge to strategy implementation?
- What kind of challenge and how do you deal with it?
- What approach can you describe the organization strategy formulation to adopt? Top down or bottom up?

C) Patronage in CDF mechanism

- Does the composition of the CDF membership exhibit political patronage? If yes, has it affected the implementation of the constituency strategies for a particular period?
- Is the CDF committee representative of all the stakeholders in the constituency?

- Are all potential projects given equal preference of being undertaken? If not, what can you attribute the imbalanced nature of implementing these projects?

- Do all the members of the CDF committee vested with equal powers of implementing the projects and management of the same projects? If not then how can the same be rectified?

D) Leadership and management

- Is leadership a challenge to the process of strategy implementation in the constituency?

- What kind of challenges do you face with leadership? How do you deal with such challenges?

- Do you face the challenges posed by ineffective coordination and poor sharing of responsibilities?

- Are you faced with the challenge of conflict in leadership whereby the MPs vision is not shared all? How does this impact on the process of strategy implementation?

E.) Other stakeholders

- What challenges are brought about by other stakeholders in the process of strategy implementation?

- What are the other problems you face in strategy implementation?

F.) Reward and Sanctions

- As a member of the CDF committee, are you satisfied with the compensation package you receive for your services?
- Does the reward system employed in the constituency align the actions and objectives to those of the constituency strategy?
- Have there been incidences where the CDF withheld financial incentives of an officer due to poor performance

G.) Resources and Capacity

- Do you believe the CDF management committee is made up of personnel that are competent and effective to manage the affairs of the fund?
- Is the fund able to attract, motivate and retain talented managers and employees
- In your opinion, does the CDF management committee build and strengthen valuable competencies and organizational capabilities?

4.) Solutions to Strategy Implementation Challenges

- How do you overcome the constituency culture as a challenge and still aim to maintain the culture?
- How does the organizational culture affect the process of strategy implementation and how is the same challenge overcome?
- What would you say are some of the solutions to the leadership challenges?
- How do you overcome challenges arising from the involvement of stakeholders in the strategy implementation?
- What strategies have you put in place to counter the challenges arising from inadequate resources and capacity of CDF committee to implement the strategies?