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Strategy Implementation Practices and Performance of National Government Constituency Development Fund Projects in Marsabit County, Kenya

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Research Article

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ABSTRACT

The performance of organizational projects is largely determined by the use of effective strategy implementation techniques. The purpose of this research was to ascertain how the performance of National Government constituency development projects in Moyale was impacted by strategy implementation approaches. Strategic leadership, organizational culture, staff development, and communication on the effectiveness of consistency development programs in Moyale were among the particular goals that guided the research. The leadership theory, the balance scorecard model, and the resource-based perspective theory served as the study's guiding theories. The descriptive design was used in the investigation. Household heads and members of the NG-CDF Committee, who were tasked with monitoring project success in Moyale Constituency, comprised the study's target population. The Kenyan National Bureau of Statistics (KNBS, 2021) reports that Moyale Constituency has 17,777 households in total. Additionally, the Moyale Constituency's security and education initiatives are managed by ten members of the NG-CDF committee. Because there were two important strata in the population—NG-CDF Committee members and household heads in the Moyale Constituency—this research used a stratified sample approach. This method was really helpful since it made sure the important subgroup was included in the sample. Yamane's method was used in this investigation to calculate the sample size with a 95% confidence level. During piloting, 10% of the study's entire sample was taken into account. The final study did not contain ten percent. Reliability was determined via a Cronbach Alpha test, while content validity was utilized to assess the validity of the questionnaire's questions. The researcher used mean averages to display the quantitative data that was collected. Additionally, version 25 of statistical analysis software was thought to be capable of doing data analysis. Content analysis was used to examine the qualitative data. The study's conclusions were developed with the use of this methodology. Tables were used to present the

study's results. The findings demonstrated how important strong leadership is in directing operations in the Moyale Constituency toward the intended goals, which has a big impact on how well development activities are carried out. The results highlight how crucial strategic leadership is in determining how well constituency development programs in Moyale succeed, provided that strategies are implemented well and leaders' activities are assessed. The results also showed a clear link between the success of development initiatives in Moyale Constituency and the work satisfaction of employees. According to the report, policymakers in Moyale Constituency should set rules for the education and training of local leaders in order to improve their capacity for strategic leadership. To make sure that leaders have the skills needed to promote change, policymakers should also include strategic leadership concepts into the leadership selection process.

Key Words: *Strategy Implementation Practices, Performance of National Government, Constituency Development*

Introduction

Numerous institutions have acquired the necessary funds to implement strategies that will enable them to remain competitive in both the domestic and global markets. The performance of organizational projects is largely determined by the use of effective strategy implementation techniques. Roch et al. (2018) define institutional performance as the degree to which the aims and objectives can be accomplished with the resources allotted. Furthermore, Noble (2020) emphasizes that the degree to which development projects are completed when both financial and non-financial variables are arranged effectively may be used to gauge institutional effectiveness. When it comes to achieving the intended corporate goals and objectives that are acceptable to all stakeholders, strategic implementation is important. Therefore, the strategies and implementation processes chosen today define how to improve institutional development programs. As a step toward achieving development objectives, healthcare institutions worldwide have been shown to have integrated a variety of plan implementation methods that impact institutional performance (Dooley & Anderson, 2019). By using effective leadership techniques and enhancing communication between management and employees who are in charge of carrying out project operations, some healthcare facilities in Frankfurt, Germany, have improved their performance (Chang, 2020). Higher organizational performance in healthcare organizations has resulted from this, strengthening their competitive edge globally. Local governing bodies in Japan have often implemented integrated systems for managers to employ in order to enhance development project performance. According to Atkinston (2020), local governing bodies in Japan have made sure that the staff's full potential has been achieved by implementing strategic leadership and putting in place appropriate communication methods. Institutions of the local government have subsequently taken part in development initiatives that have been completed in accordance with the intended objectives. According to Chiu (2020), road building projects in China have performed better as a result of employee empowerment via incentive. Following the adoption of appropriate strategies to direct their operations that meet the demands of all of their stakeholders, telecommunications firms in Rwanda and Nigeria are leading the charge to improve institutional performance (Tripathi & Petro, 2020). In Nigeria's situation, the national

and state governments have recognized the need of improving efficient evaluation techniques required to support the execution of telecommunications initiatives. Additionally, in Rwanda, where the telecommunications industry has grown rapidly in recent years, significant expenditures have been made in strategy execution tactics via pertinent measurements that drive the accomplishment of the intended objectives and performance levels (Rani & Mishra, 2018). There are currently insufficient and relevant research conducted in Kenya on how strategy implementation approaches affect performance. Finding the best strategic implementation strategies that improve development project success is a problem for the majority of counties and constituencies. Furthermore, because of limited resources, the growing number of constituencies after the establishment of devolved governments has had a major impact on strategy implementation procedures (Owino & Kibera, 2019). Inappropriate strategic leadership, a lack of employee development, poor communication strategies, and a failure to adopt monitoring and implementation strategies are just a few of the issues that have made it difficult for Kenyan constituencies to identify the best practices for implementing strategies. Determining the strategy execution procedures and performance of National Government Constituency development projects in Moyale is thus a key goal of this research.

1.1.1 Development Project Performance

Project performance can be determined or measured based on the final output, which depends on the initially defined project activities. Determination of the extent of project performance is based on indicators that can either be qualitative or quantitative. Besides, other indicators that can be used to determine the measure of development project performance can be financial or non- financial, as Martell *et al.*, (2018) illustrated. Several institutions often focus on the internal development project performance concerning efficiency in determining the cumulative share values and profits. In government institutions, the performance of the development projects can be measured based on the satisfaction of the consumers, process controls, continuous improvements, and timely delivery of the project goals. A well-structured performance management system in implementing development projects contributes to improved project performance (Saunders & Smith, 2018). Besides, the management systems enable the management to regularly assess the performance level to determine those inefficient processes that can further be corrected using strategy implementation strategies such as enabling effective combination systems, employee development, and having strategic leadership.

Establishing the development project performance may entail multiple stakeholders who must benefit from the same projects (Beer & Eistein, 2021). *Project performance* is a significant concern that the project managers must critically understand to clearly understand the factors related to performance. Barrick *et al.*, (2018) highlights that performance of the national and local development projects is dependent upon the strategies implemented in the execution of the same. According to Burgelman *et al.*, (2018), development project performance should closely relate to institutional objectives. In that manner, institutions must therefore work to achieve the development goals with the available resources to provide

solutions to the challenges faced and gain a competitive edge. Smith & Tardif (2018) highlights that performance of development projects entails adopting the right implementation strategies such as strategic leadership, working with the highly skilled staff, and using effective communication strategies.

1.1.2 Strategy implementation practices

Franssila & Pohkemon (2019) highlights that strategy implementation practices are geared towards maximizing shareholders' wealth and profitability. The management of organizations must ensure compliance with the ethical and logical norms within the organizational operations (Hosmer, 2019). In the past, strategy has been actions that contribute to achieving organizational goals and objectives. Carter (2020) described strategy as a set of coordinated actions that the managers adopt to achieve organizational performance. Strategy implementation entails conducting organizational activities in a coordinated manner to improve performance. According to Daily *et al.*, (2019), the strategy implementation may involve multiple practices such as implementing strategic leadership, empowering the employees, adhering to the organizational culture, and using the proper communication channels. All the strategy implementation practices are often adopted to enhance the improved performance of development projects within various institutions. Effective leadership is a strategy implementation practice that is significant in guiding other organizational operations to meet the desired objectives, hence influences performance of institutional activities (Juan, 2018). It may not be easy to conceptualize measures of leadership, but other proxy factors can be used to assess the extent to which strategic leadership affects performance.

Adoption of the effective management practices should be devising internal actions needed to attain improved performance in the development projects (Davies, 2020). This can be achieved whenever clarity of the future directions has been attained and team members assigned their roles and duties according to the organizational culture. Besides, setting up employee development and empowerment strategies through training and motivating employees is key to improving performance. Employee development is also known to be employee empowerment. It is a strategy implementation practice geared towards assessing the human capital and the entire workforce in an organization (Goldstein, 2019). Development of human resources equips them with the relevant skills needed to perform all the roles required to achieve improved performance of development projects. Communication is a strategy implementation practice that entails accessing information from one party to another using acceptable mediums or channels of information transfer (Snyder & Morris, 2018). Communication as a strategy implementation practice is a powerful tool as it enables reporting and feedback systems, hence providing an institution with an assessment opportunity that influences project performance. According to Jurgen (2019), the communication personnel, including the Communication strategy chief executive officer and all other personnel were given the mandate to help in organizational planning.

1.1.3 Moyale Constituency

Moyale constituency is one of the four main constituencies in Marsabit County. Moyale constituency is in the upper eastern region of Kenya. In the former Moyale district, Moyale was the only constituency. The county is an electoral constituency in Kenya and is made up of seven wards. All the seven wards stand a chance to elect ward representatives to the county Assembly of Marsabit. Besides, the wards also consist of administrative units that govern all the constituency development projects. The administrative units also address the problems experienced in achieving the desired performance in the ongoing development projects. Moyale constituency was first established in the 1966 Kenyan elections. Moyale constituency has a total area of 9390 Km^2 with a total population of 54,502 per the last population census. In the Moyale constituency, there are several ongoing projects. Most of the projects have been funded and implemented by the county government of Marsabit. However, other development projects in the Moyale constituency have been implemented by other non-organizational institutions.

The development projects in Moyale are carried out to deliver outputs to offer improvements to the social and economic conditions of the population in the Moyale constituency. Implementation of multiple projects within Moyale constituency was however not well achieved because of poor project planning, design, and implementation practices. Examples of some of the completed development projects in Moyale constituency include construction of the one-stop border point between Kenya and Ethiopia as a strategy for eradicating the cross-border point security challenges, development projects in community hospitals and various learning institutions. In achieving successful implementation and performance of constituency development projects in Moyale, it is important for the county officials to put in place strategic leadership that will play a key role in ensuring policy implementation within Moyale. Besides, adhering to the culture for development agenda within Moyale constituency will ensure that development of constituency projects is realized. Training and empowering of the employees within the constituency to aid performance of the projects while maintaining core competencies such as skills, knowledge, and technological awareness.

1.2 Statement of the Problem

Implementing the best strategies is essential in meeting the performance standards for implementing development projects (Noe, 2020). It is important to note that strategy implementation is a critical step in achieving the set institutional goals and objectives, thereby influencing the level of organizational performance (Noble, 2020). The drive for the national government constituencies to adapt to the current environment, which is highly competitive, has contributed to refocusing on the strategies to improve the performance levels (Oundo, 2019). The relationship between strategy implementation practices and organizational performance has been deemed necessary. For quite an extended period, there has been a regular emphasis on strategy implementation and less emphasis on strategy

implementation practices (Goldutein, 2018). The inability to effectively implement the strategic plans by the implementers has been a critical contributor to the poor performance of Moyale Constituency. In 2019, the Moyale constituency experienced slow implementation of development projects. In essence, the recently completed construction of the one-stop border point between Kenya and Ethiopia despite being completed, other projects within the constituency were left to deteriorate due to underfunding. Besides, it was highlighted by Transparency International (2019), that doubts have been raised as to whether the constituency development fund in Moyale constituency has met its stated objectives. Moyale constituency has not successfully achieved the goals of the development projects due to a lack of effective strategy implementation practices such as the absence of strategic leadership, lack of employee development, ineffective communication strategies, and failure to adopt the monitoring and implementation strategies, among other challenges.

There are multiple studies that have been conducted in relation to determination of the strategy implementation practices and performance. For example, Owino & Kibera (2018) assessed the association between the training of employees on the performance of the Kenya Technical Training Institute. The study determined that improved performance can be achieved whenever more funds are allocated for employee training. The context for the study however was on Kenya Technical Training Institute. Cheruiyot (2018), on the other hand conducted a study to determine the relationship between strategic communication systems performance of Kenya Sweets Limited Company. Kibe (2017) assessed the effects of communication strategies on the performance of Kenya Ports Authority. None of the studies have been conducted to assess the relationship between strategic implementation practices and performance of constituency development projects in Moyale as was achieved by this study.

1.3 Research Objective

The study generally focused on the effects of strategy implementation practices on the performance of National Government constituency development projects in Moyale Constituency, Marsabit County, Kenya. The specific objectives of the study were:

i. To determine the effects or resource allocation on the performance of National Government constituency development projects in Moyale. ii. To assess the influence of strategic leadership on the performance of National Government constituency development projects in Moyale. iii. To determine the effects of employee development on the performance of National Government constituency development projects in Moyale.

iv. To establish the effects of communication on the performance of National Government constituency development projects in Moyale.

2.0 Literature Review 2.1. Theoretical Literature Review

2.1.1. Resource Based View Theory

The Resource-Based View theory was formulated by Penrose (1959). The hypothesis suggests that implementing strategies is critical to the effective achievement of project performance. The primary opponent of the Resource-Based View (RBV) theory is the Positioning School, specifically the competitive positioning perspective. The Positioning School emphasizes the external environment and argues that competitive advantage is primarily achieved through strategic positioning within an institution or organization. The Resource-Based View Theory is on the ideas that need to be considered when assessing organizational performance. The Resource- Based view theory assumes that an institution can use its available resources to achieve the desired performance in strategy implementation. Besides, it is considered by the study that the heterogeneity of strategy implementation practices such as strategic leadership and communication require resources used in aiding project performance. This justifies that achieving project development performance through strategy development practices requires resources (Basey, 2018). Proponents of the Resource-Based View theory argue that a firm's resources and capabilities should drive its strategy implementation. In essence, upon development of the theory by Barney (2009), he emphasized that for resources to provide a sustained competitive advantage, they should be valuable, rare, imperfectly imitable, and nonsubstitutable (VRIN criteria). Besides, Wernerfelt (2006) further developed their proposed that a firm's resources and capabilities form the basis for competitive advantage and emphasized the importance of heterogeneity and immobility of resources in achieving sustained advantage. From the RBV theory, the concept of core competencies, which are unique capabilities and knowledge possessed by a firm that enable it to create and deliver value to customers. Peteraf *et al.*, (2013) argued that leveraging core competencies is vital for strategy implementation and long-term success. These proponents, among others, have contributed to the development and refinement of the RBV theory, highlighting the importance of identifying, developing, and leveraging unique resources and capabilities for achieving competitive advantage and successful strategy implementation.

RBV posits that organizations possess unique resources that are difficult to imitate or replicate by competitors. Organizational culture, characterized by shared values, beliefs, norms, and behaviors, can be seen as a distinctive resource that sets a firm apart from its competitors. A strong and well- aligned culture can be a source of competitive advantage by creating a cohesive and high- performing organizational environment. According to Johnson (2018), the Resource Based View Theory emphasizes that resources that are rare, valuable, difficult to imitate, and non-substitutable can contribute to sustained competitive advantage. A strong culture that aligns with the firm's strategic objectives, fosters innovation, and promotes employee engagement can be difficult for competitors to replicate. Regarding employee development as a valuable resource, RBV suggests that

organizations possess unique resources that can contribute to their competitive advantage. Employee development, which includes training, education, and career development opportunities, can be considered a valuable resource. Well-developed and skilled employees can enhance a firm's capabilities and contribute to its competitive advantage.

2.1.2. Leadership Theory

Davy & Sanders (2009) highlights that there has bene an evolution of the Leadership theories since 19th century and has clustered in a chronological manner as, contingency theories, trait theories, transactional theories, behavioral theories, and transformational theories. The trait leadership theory is highly dependent on the human characters and behaviors possessed by the leaders as indicator of their performance (Godwin, 2013). Three major elements (task focus, people focus and development focus) are present in these the leadership theories and have been useful measures of effective leadership (Odondi, 2011). Whereas organizational performance is in a fluid condition, contingent factors in given circumstances serve to be pillars to the leaders' behaviors, hence contingency theory of leadership. On the same note, the contemporary theory of leadership extent to achieving strategic leadership through incorporation of the organizational changes (Davy & Sanders (2009).

There are multiple approaches to strategic leadership. From the leadership theories, the strategic approach permits leaders to look into the future and come up with new measures for meeting the set goals on time. Consideration of the human resource approach or leadership, people are key in making key decisions (Watson, 2017). In the expertise approach of leadership, the power lies on the leaders and can act as the focal point in indecision making process. The leadership theory suggests that the leaders need to come up with policies, approaches, and structures whereby outcomes are viewed as the change agent (Njonge, 2018). However much it is not easy to determine the measure of organizational leadership, leadership practices have great influence on performance. This theory is of great significance to this study as it guides on the best ways of assessing organizational leadership in achieving performance of National Government constituency development projects in Moyale.

2.1.3. Balance Scorecard Model

The Kaplan and Norton (1996) balance scorecard model is a framework for managing performance and can connect strategy with day-to-day operations. The model highlights an organization based on the organization's goals. According to Kaplan and Norton (1996), the balanced scorecard concept is a vital means of turning a firm's vision and strategy into a tool that offers successful communication of the strategic aims, thereby encouraging performance concerning the initially set strategic goals and objectives. A balanced scorecard is a management tool that highlights the aims and objectives to be achieved by the business objectives. According to Malina and Selto (2015), the balancing scorecard provides a link between performance and the goals and visions to be achieved by an organization. This can be based on financial and innovation aspects. As highlighted by Munge (1996), the balanced

scorecard interprets the mission and goals of an organization into the actual performance, which serves as a pivot point for meeting diverse objectives, making organizations perform at higher levels. Monetary and non-monetary measurements, internal and external performance perspectives, and short- and long-term frames are all part of a correctly built balanced scorecard. According to Pearce and Robinson (2007), the four perspectives' objectives and measures are linked by a cause-and-effect relationship between their respective aspects, resulting in successful strategy execution. As a result, accomplishing one perspective goal immediately leads to the anticipated gains in the next, boosting the company's entire performance. The importance of this model is that it is used by businesses to align their operations with their vision and strategy. It assesses an organization's existing and future financial and operational performance. Any organization's ability to design and change its approach to achieve its objectives depends on its unique and dynamic interaction with the internal and external environment. As a result, management must effectively and efficiently monitor and assess businesses' financial and non-financial aspects.

2.2 Empirical Literature Review

2.2.1 Strategic Leadership

Strategic leadership entails envisioning the future of an institution by the management and coming up with the right measures to meet the future objectives. Effective leadership is a strategy implementation practice that is significant in guiding other organizational operations to meet the desired objectives, hence influences performance of institutional activities (Carter & Gear, 2020). It may not be easy to conceptualize measures of leadership, but other proxy factors can be used to assess the extent to which strategic leadership affects performance. Jaleha & Machuki (2018) views strategic leadership as the ability of institutional management to organize and carry out operations that produce positive effects on the organizational performance through creating an influence on the group of employees. The leaders have the responsibility of ensuring that all the adopted strategies for project development are well implemented across all organizational levels to ensure execution of projects under development. Strategic leadership also entails engagement of the all the stakeholders, consideration of the organizational structure and all the transformations that need to be put in place (Smith., 2019). Strategic leadership entails supervision of the human capital that forms a basis of performance of projects developed within an organization. Human capital through effective staff recruitment, employee motivation and continuous employee training determines the level of performance of organizational projects. Forty to fifty percent of the cumulative performance of the organizational projects are determined by management of human resources, attributed by strategic leadership (Roch *et al.*, 2019). Employees get to be keener whenever effective strategies have been implemented. Therefore, strategic leadership can easily contribute towards performance of development projects whenever human capital is well developed while maintaining key competencies within the organization to enable implementation of the reliable strategies. (Bundi, 2018).

Across the globe, there are studies that have been done concerning strategy implementation practices and their influence on performance. Besides, some studies have been done to precisely assess the effects of strategic leadership practice and how it relates to organizational performance. In Scotland, Ozer & Tinaztepe (2021) conducted a study to assess the relationship between strategic leadership practices on the performance in mineral processing firms. The period for the study was one year, from April 2021 to March 2021. The study targeted 40 individuals, consisting of the management and staff within the mineral processing firms in Scotland. The Census sampling method was adopted by the study, from which the study considered all the respondents. Data collection was achieved using structured questionnaires. Data obtained by the study was analyzed through analysis of variance and linear correlation to assess the extent of association between performance and the adopted strategic leadership. The findings from the study determined that strategic leadership positively affects the performance of development projects in mineral processing firms. On the same note, Ikalvako (2019) determined that leadership is a significant factor in enhancing the Lebanon manufacturing SMEs performance. Kabetu & Iravo (2020) assessed the influence of strategic leadership and performance of development projects within commercial banks in Abuja, Nigeria. The study considered all the 47 registered commercial banks in Lagos State, Nigeria. The study targeted a total population of 148 staff. The study adopted a stratified sampling technique from which the study considered 88 respondents. Data collection was achieved using structured questionnaires. Data obtained by the study was analyzed with the help of linear correlation and multiple regression models to assess the extent of association between employee performance and internal recruitment practice. The study findings highlight that strategic leadership made up of leaders who have double operations is significant in influencing change that contributed towards performance of development projects within commercial banks in Abuja. Hossner (2019) also determined that strategic leadership can only influence performance whenever the right operational strategies are initiated and implemented by the leaders at the right moment among the insurance firms in Brussels. In Kenya, Machuka (2018) assessed the impacts of strategi leadership practice on the performance of medical development projects in Mama Lucy Hospital. The study was conducted for one year, June 2017 and August 2018. The survey made use of a cross-sectional survey study design. The target population for the study was made up of 54 medical staff within Mama Lucy Hospital. The Census sampling method was adopted by the study, from which the study considered all the respondents. Data collection was achieved using structured questionnaires and interview guides. Data obtained by the study were analyzed using multiple regression and correlation analysis. The findings from the study indicated that strategic leadership affects the performance of development projects to a greater extent. Besides, the study also determined that evaluation of the consequences of leaders' actions is determined the extent of participation of the leaders towards achieving organizational performance.

2.2.2 Organizational Culture

Organizational culture is a strategy implementation practice that affects the performance of project development in an institution. Byles *et al.*, (2019) defines *culture* as the collection of those fundamental attitudes, values, and techniques commonly shared by a group of members and further contributes to changes in behaviors. At the organizational level, management, employees, and other stakeholders often develop solid values and norms that align with the institutional goals and objectives (Rabai, 2019). In the highlights provided by Mendy (2018), organizational culture as a strategy implementation practice describes the ideologies, values, and beliefs that are followed and guide al the organizational operations. The organizational culture may not be adopted in just one day. However, the employees and other stakeholders come to terms with the culture over time, thereby adapting to the external risks (Judie,2018). The values associated with the organizational culture include professionalism, efficiency, teamwork, and integrity. These values are significant determinants of the performance of organizational project developments.

Multiple studies have been conducted to assess the association between organizational culture as a strategy implementation practice and performance of projects. In essence, Shahzad *et al.*, (2019) conducted a study to determine the effects of organizational culture on the performance of development projects executed by Steel Manufacturing firms in Brussels, Belgium. The study was conducted for one year, from January to December 2019. The study targeted 168 employees within selected 24 steel manufacturing firms in Brussels. Stratified random sampling was used in sampling the study population from which the study identified 120 respondents. Data collection was achieved using structured questionnaires and interview guides. Data obtained by the study were analyzed with the use of multiple regression and correlation analysis. The findings from the study revealed that organizational culture has a direct influence on the performance of development projects in steel manufacturing firms in Brussels. The study also determined that domination of absence of short- and long-term orientation is also a cultural problem that affects the performance of development projects in steel manufacturing firms in Brussels.

2.2.3 Employee Development

Employee development is also known to be employee empowerment. It is a strategy implementation practice geared towards assessing the human capital and the entire workforce in an organization (Goldstein, 2019). Human capital directly affects the performance of development projects since all the organizational processes need human intervention (Ripley, 2021). Development of human resources equips them with the relevant skills needed to perform all the roles required to achieve improved performance of development projects. According to Noe (2020), the performance of organizational projects is attributed to the resource-based view effects, whereas 25% is by the industry view effect. Achievement of performance of development projects is correlated with the extent to which

employees are recruited, trained, and motivated. Besides, employee development is significant in the strategy implementation process as it entails both the top-level management and employees. Therefore, employee development while maintaining core competencies such as skills, knowledge, and technological awareness puts an organization in a better place to achieve a better project development performance (Hameed, 2018).

A large volume of studies has been carried out across the globe to assess the relationship between employee development and performance of organizational projects. In Canada, Kuvaas & Dysviic (2020) conducted a study evaluating the effects of employee training on the performance of food processing projects among the food processing firms. The study made use of longitudinal and cross-sectional designs. The study targeted a population of 800 employees within 120 food processing firms in Canada. Stratified random sampling was used in sampling the study population, from which 564 were declared to be the study respondents. Data collection was achieved using structured questionnaires and interview guides. Data obtained by the study were analyzed with the use of multiple regression and correlation analysis. The findings from the study revealed that employee development have a positive influence on the performance of projects carried out by the food processing firms in Canada. The study also determined that to achieve a greater performance of development projects in food processing firms, an investment in employee recruitment, training and motivation is necessary. In India, Rajan (2018) also determined that satisfaction of organizational human resources is the driving force for organizational performance.

Hameed & Waheed (2018) assessed the relationship between employee development and the performance of development projects within insurance firms in Guinea. The survey adopted the use of a descriptive survey study design. The study targeted a population of 245 staff from 65 insurance firms in Guinea. The survey adopted the Census sampling technique from which the study considered all the 245 staff in the insurance firms. Data collection was achieved using structured questionnaires and interview guides. Data obtained by the study was analyzed with the use of multiple regression and correlation analysis. Quantitative data was analyzed through statistical packages, while content analysis was helpful in the analysis of qualitative data. The study determined a significant relationship between the empowerment of employees and their positive participation in the successful achievement of projects carried out by insurance firms in Guinea. The study also determined that employee development while maintaining core competencies such as skills, knowledge, and technological awareness puts the insurance firms in a better place to achieve a better project development performance. In Kenya, Owino & Kibera (2018) assessed the association between the training of employees on the performance of the Kenya Technical Training Institute. The study was conducted for a period between May 2017 and June 2018. The survey made use of a cross-sectional survey study design. The target population for the study was made up of 5 human resource managers and 25 staff members within the Kenya Technical Training Institute.

2.2.4 Communication

Communication is a strategy implementation practice that entails accessing information from one party to another using acceptable mediums or channels of information transfer (Firihoit *et al.*, 2018). Communication as a strategy implementation practice is a powerful tool as it enables reporting and feedback systems, hence providing an institution with an assessment opportunity that influences project performance. According to Katz (2020), the communication personnel, including the Communication strategy chief executive officer and all other personnel given the mandate to help in organizational planning. Therefore, effective communication is necessary for implementing strategies and achievement of performance. The culture of an institution represents the shared values and thus affords it the flexibility and rigidity of fitting it to threats and opportunities in an effective manner. Broadbeck (2018) highlights that it becomes a challenge to coordinate project activities without effective organizational practice, hence slowing down the project implementation process. This, in turn, affects the performance of the projects under execution.

Globally, several studies have been conducted to determine the existing relationship between communication and organizational performance. Snyder & Morris (2018) assessed the impacts of communication systems on the performance of Commercial Banks in Austria. The survey was conducted for a period of three years. The study targeted a population of 56 commercial banks in Austria, from which the study considered 312 staff. A random sampling method was used in selecting study respondents from which the study viewed 186 respondents. Data collection was achieved using structured questionnaires. Data obtained by the study was analyzed through analysis of variance and linear correlation to assess the extent of association between employee performance and internal recruitment practice. The findings from the study determined that communication strengthens the level of engagement of the stakeholders in commercial banks in Austria. The study also identified a significant relationship between the use of communication channels in formulation of the best strategies towards achieving improved performance of commercial banks in Austria.

Cooper (2020) assessed the influence of strategic communication on the performance of development projects by the Football Federation in Cameroon. The study considered 5 football federations in Yaoundé, Cameroon. The study targeted a total population of 25 staff. The study adopted the Census sampling technique from which the study selected all the 25 staff members. Data collection was achieved using structured questionnaires. Data obtained by the study was analyzed with the help of linear correlation and multiple regression models to assess the extent of association between employee performance and internal recruitment practice. The study findings highlight that using the right communication channels fastens coordination of the organizational activities, making it easy to implement all the project activities. Besides, the study also determined that effective communication done at the right time with the use of the relevant channels can contribute to the establishment of good

interpersonal working relationships, thereby enhancing cooperation needed in achieving the performance of development projects.

2.3 Conceptual Framework

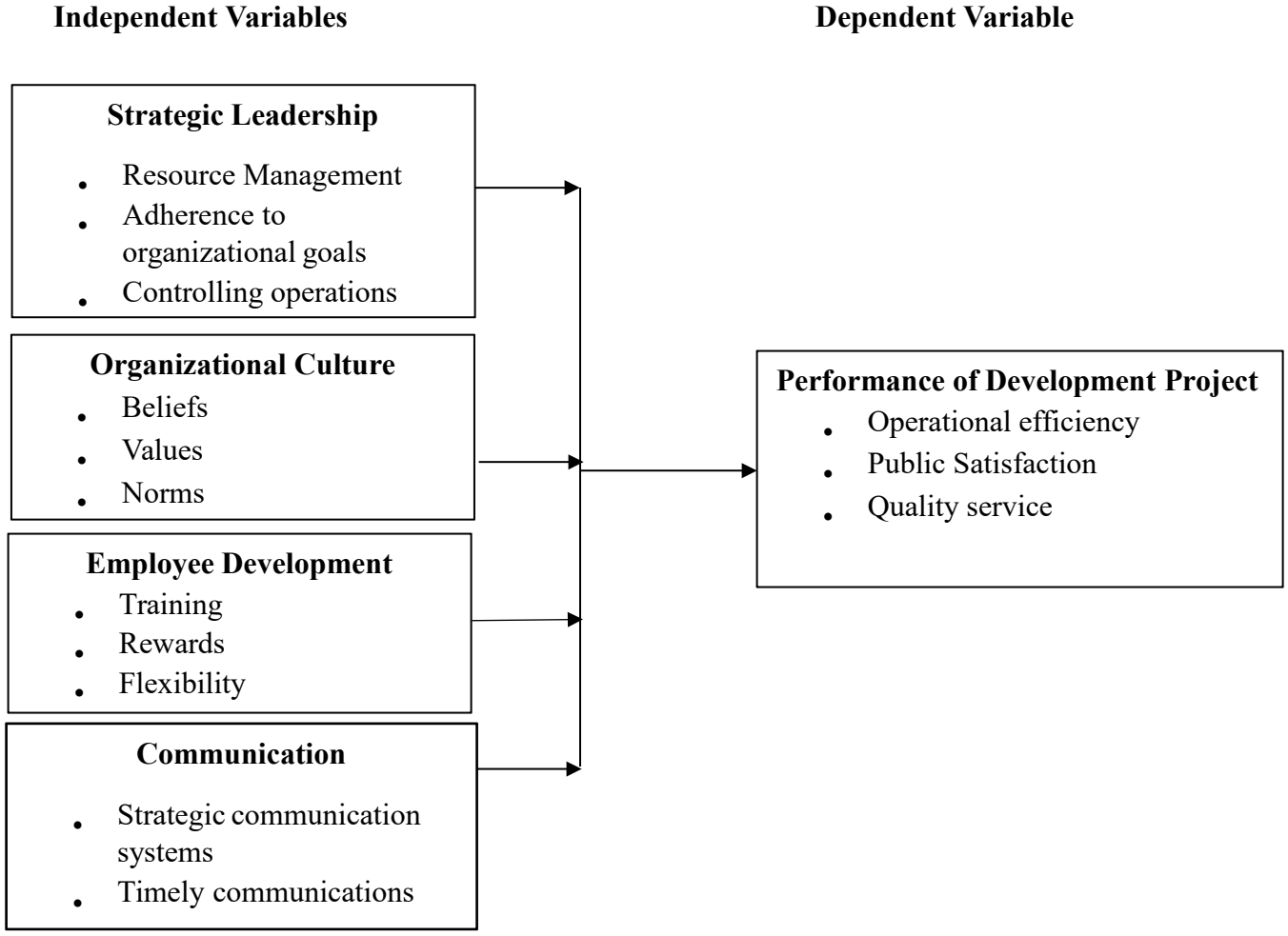


Figure 1: Conceptual Framework

3.0 Research Methodology

The research adopted the use of descriptive design. Mugenda and Mugenda (2013), notes that descriptive design is highly recommended for a research survey as it helps in obtaining accurate data and information. Besides, descriptive design is useful in providing the best ways of achieving reliable information for the study. The researcher therefore made use of this design in the determination of strategy implementation practices and performance of constituency development projects in Moyale. A study target population consists of the individual items that can be used in obtaining the study

findings (Kothari, 2013). In this study, the target population was made up of the household heads and the CDF Committee members who had the mandate of overseeing project performance in Moyale Constituency. According to the Kenyan National Bureau of Statistics (KNBS,
2021), there is a total of 17,777 households in Moyale Constituency. Besides, there are 10 CDF committee members who oversee education and security projects within Moyale Constituency. The researcher was required to brief the administrators of the Moyale Constituency on the purpose of the research study prior to data collection. At this point, the researcher assured the administration and all the respondents within the project development committee in Moyale Constituency of confidentiality as no individual would be victimized based on the response provided. The researcher administered the questionnaires through drop and pick. The researcher also utilized a transitional letter from Kenyatta University with an aim of permitting gathering of details from Moyale Constituency. In ensuring total rates of response, the researcher will provide time for the gathering of all done questionnaires. It is worth noting that 14 days was enough for the process.

The study obtained both qualitative and quantitative data. Analysis of the quantitative data will be done through descriptive statistics. The descriptive statistics were significant in providing a highlight of the study variables. This method of data analysis is beneficial as it is simple and offers summaries of the variables investigated by the study. The quantitative data achieved by the survey was presented in the form of mean averages, frequencies, and percentages. Besides, Statistical Packages for Social Sciences., version 25 was also incorporated into the data analysis. Analysis of the qualitative data was done through content analysis. This method was helpful in coming up with the study inferences. Study findings were also presented in the form of percentages and tables.

4.0 Research Findings Table 1: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527[a]	.721	0.329	0.53174

The findings indicated that the R square value was determined to be 0.721 meaning that 72% of the variation in strategic leadership on the performance of National Government constituency development projects in Moyale Constituency. The remaining 28 percent is due to other factors not tested in this model. On the other hand, the correlation was determined by an overall coefficient of correlation of (R) to be 0.527. Besides, from the regression model, the R square value was determined to be 0.701 meaning that 70% of the variation in organizational culture on the results from performance of constituency development projects in Moyale Constituency remaining 30% is due to other factors not tested in this model. From the regression model, the R square value was determined to be 0.634 and 0.723 meaning that 63% and 72% of the variation

in employee development and communication on the results from performance of constituency development projects in Moyale Constituency respectively.

Table 2: Analysis of variance

ANALYSIS OF VARIANCE					
Model 1	Sum of squares	Df Value	Average Square	F	Sig.
Regression	10.12	1	10.7234.115	0 .000[b]	
Residual	1.83154	.51			
Total	11.95162				

The ANOVA analysis results indicated a statistically significant association between the independent variables (strategic leadership, organizational culture, employee development and communication) and the dependent variable (Performance of Development Projects) at F=34.115, p=0.001. The findings indicated that the variance was significant in predicting performance of development projects in Moyale Constituency at 95% confidence level hence the data is suitable for making conclusions about the population. The findings are presented in the table below.

Table 3: Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	0.713	0.162		0.361	0.700
Strategic Leadership	0.701	0.253	0.542	2.762	0.000
Organizational Culture	0.634	0.167	0.286	1.542	0.000
Employee Development	0.723	0.188	0.071	0.732	0.000
Communication	0.810	0.138	0.428	0.271	0.000

The coefficient of regression was conducted to determine the level of influence of the independent variables on the dependent variable. The analysis showed that the linear regression model. $Y= \beta0 + \beta1X1 + \beta2X2 + \beta3X3+ \beta4X4 + \varepsilon$, is $Y=0.713+0.701X_1+0.634X_2+0.723X_3+0.810X_4$. The model shows that when other factors are held constant, an increase in the use of independent variables (strategic leadership, organizational

culture, employee development and communication) by 1% improves performance of development projects in Moyale Constituency. The level of performance of constituency development projects in Moyale would be at 0.713 when all the variables are held constant. Therefore, a unit change in strategic leadership would positively increase performance of development projects in Moyale Constituency by a coefficient factor of 0.701. A unit increase in organizational culture positively changed the performance of development projects in Moyale Constituency by 0.634. A unit change in employee development would positively change the performance of development projects in Moyale Constituency by 0.723. On the other hand, A unit change in communication would positively change performance of development projects in Moyale Constituency by 0.810. Hence, the independent variables positively influence the level of performance of performance of development projects in Moyale Constituency by 70%, 63.4%, 72.3% and 81% respectively as presented in the table below.

5.0 Conclusion and Recommendations 5.1 Conclusion

The research concludes by offering convincing insights into the connection between Moyale constituency development project success and strategic leadership. The results highlight how crucial strong leadership is in directing constituency activities toward the accomplishment of goals. The study emphasizes that the function of strategic leadership extends beyond conventional management, with Moyale leaders In order to successfully execute project development initiatives at all levels, constituency is essential. The study's main finding is that strategic leadership has a critical role in determining how well constituency development initiatives in Moyale turn out. Nevertheless, its effectiveness is largely dependent on the incorporation of appropriate operational tactics and the careful evaluation of leaders' behavior. The research clarifies the dynamic and complex role that leadership plays in promoting constructive change and improving project performance in the framework of Moyale constituency development. The research also comes to the conclusion that leaders must initiate and promptly implement suitable operational initiatives in order for strategic leadership to have an influence on performance. This suggests that without the coordination of well considered tactics, effective leadership is inadequate on its own.

To sum up, the study's second goal was to find out how organizational culture affected the effectiveness of Moyale's constituency building initiatives. The results highlight how important corporate culture is in determining how these initiatives turn out. In order to achieve effective project outcomes, the study shows that cultivating a positive and flexible culture and aligning beliefs and practices are essential components. Together, the study's conclusions show how organizational culture plays a crucial role in determining how well constituency development initiatives in Moyale operate. They also show how a good culture affects project results and employee dynamics in a variety of ways. The research also found that the effective implementation of constituency development projects in Moyale is closely linked to staff development programs. Additionally, it was determined that staff development plays a critical role in determining how well Moyale's constituency development programs function. Investing

in hiring, training, and motivating staff members as well as encouraging work satisfaction and empowerment are important components of effective project results. In the framework of Moyale Constituency's development aspirations, the study emphasizes the complex relationship between personnel dynamics and project success.
Additionally, the research found that good communication is a strong tool for implementing strategies, allowing for evaluation via feedback and reporting systems. Additionally, it has been shown that communication increases stakeholder participation, which improves project results. The research emphasizes how important it is to use the right channels of communication when developing strategies and organizing organizational operations. Additionally, the study highlights that prompt and pertinent communication builds strong interpersonal bonds and encourages collaboration, both of which are necessary for project success. All things considered, the results demonstrated the complex influence of communication on project success and its significance in relation to the development projects of Moyale Constituency.

5.2 Suggestions

According to the report, policymakers in the Moyale Constituency should set rules for the education and training of local leaders in order to improve their capacity for strategic leadership. To make sure that leaders have the skills needed to promote change, policymakers should also include strategic leadership concepts into the leadership selection process. Policymakers should enact laws that provide specific funding for staff training and development initiatives in order to boost employee growth and guarantee ongoing skill and knowledge advancement. However, putting in place measures to honor and promote staff members who actively participate in their personal growth and favorably impact project results would result in improved performance for the Moyale Constituency's constituency development initiatives. The Moyale Constituency's policymakers need to think about enacting laws that promote candid communication and openness at all organizational levels in order to create a welcoming and encouraging culture. The research suggests that in order to facilitate the successful implementation of project development methods, the leaders of the Moyale Constituency should think about collaborating with project teams at all levels. To improve their ability to make strategic decisions and guarantee alignment with the objectives for project developments in Moyale Constituency, the CDF Project Committee members should get continuous mentoring and direction from the constituency authorities. Establish regular culture evaluations and feedback systems to spot potential gaps in cultural alignment and take preventative action. Additionally, in order to meet workers' varied learning preferences and styles, the CDF Project Committee members and Constituency authorities should provide flexible learning opportunities and platforms. In order to promote open communication between management and staff, this will further improve frequent contact via venues like town hall meetings or internet platforms.

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