

## ASSESSMENT OF THE INFLUENCE OF COMMUNICATION ON PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND PROJECTS IN MASINGA CONSTITUENCY, MACHAKOS COUNTY

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### ABSTRACT

**Purpose of Study:** The purpose of this study was to establish the influence of communication on performance of CDF projects in Masinga Constituency.

**Problem Statement:** The ideal situation is for the CDF projects to attain value for money while enhancing development and bringing significant impact in the lives of the targeted populations at the grassroots. However, the implementation of development initiatives has faced unprecedented challenges where CDF projects have been poorly implemented with nothing significant to show for the funds utilized.

**Methodology:** The study employed the descriptive survey design, which was cross-sectional in nature to enable generate precise profile of features, events, and circumstances of the study establishing the connection between the dependent and predictor variables. The study target population comprised the employees within the CDF management as well as residents of Masinga Constituency. A sample size of 138 respondents were attained for the study.

**Result:** The findings revealed that communication ( $p < 0.05$ ) contributed significantly to enhancing the performance of CDF projects.

**Conclusion:** The study concludes that effective communication, is important determinants of the successful performance of CDF projects in Masinga Constituency.

**Recommendation:** Project managers and leaders involved in Constituency Development Fund (CDF) projects in Masinga Constituency prioritize the establishment and maintenance of robust communication channels.

**Keywords:** *Communication, Performance, Constituency Development Fund (CDF), Masinga Constituency, Machakos County*

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## INTRODUCTION

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

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

Research in strategy implementation and performance cycle measurement in organizations has inherently gone through different phases, which clearly shows the advances in the adoption and the need for execution of best practices (Kimani & Kamaara, 2019). Also, it demonstrates the rise in the numbers of the failed projects and interventions despite the progress in adoption of best practices in the project management. Many studies in strategy implementation and performance

have further pointed that in Kenya, the results have been received with mixed reactions despite the numerous initiatives adopted in strategy implementation of projects (Wabulasa & Kihara, 2023).

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

Regionally, Zambian constituency development fund in 1995 was supported to decentralize resources to initiate community-based programs geared towards improving the constituents' the well-being and socio-economic status (Kimani & Kamaara, 2019). The initiative accounts for 0.5% of the nationwide budget and equally distributed amongst all the constituencies (Matete, Wangaruro, & Owino, 2023). The initiative resulted in projects such as water and sanitation project that rehabilitated boreholes, wells, and drainage systems' construction, culverts installation on roads, and the feeder roads' rehabilitation, social amenities, agriculture, health, and education projects among others being implemented (Mansuri & Rao, 2019). A cross-cutting issue reveals that the fund faced challenges of transparency and accountability, unequal resource distribution as well as partial community participation (Chweya, 2019). In Ghana 1993, formation of the District Assemblies Common Fund (DACF) and subsequent operationalization to support the legislators and local governments in activities targeting the poor in their constituencies and communities (Kariuki, 2021).

The performance concept involves the process whose focus is on the very internal processes enhancing the effectiveness and efficiency of actions with a system of measurement. Performance in an institution is measured in terms of outcome and output, which can be influenced by variables like communication, leadership obligations, monitoring aspects, and resource allocation among

aspects. The performance of an institution on its goals is said to be effective if it meets the set requirements, and if the beneficiaries' lives are changed by the projects implemented in the long run (Amin, Scheepers & Malik, 2023). According to Maina (2021), the implementation strategies have significant impact on the performance since it is through these strategies that the efficiency and effectiveness of an institution is pegged and impact is measured in terms of success of the set goals in the institution's projects. CDF projects likewise rely on the strategy implementation to gauge the performance such that the best practices help realize the project goals and objectives and inherently boost performance.

In the measurement of performance in CDF projects, an evaluation framework is put in place, which shows the effectiveness, relevancy, impact, efficiency, and sustainability of the projects. A lot of resources are allocated to these projects and the economic value of input should be rated if the desired results gauged to show the effectiveness and impact at community level. In this study, key performance indicators analyzed to show how the projects cost, time, quality, impact on the environment, and the constituents satisfaction rates on the framework laid for the evaluation of the projects (Maina, 2021). The framework for the evaluation is key to showcase how performance and strategy implementation complement one another for better outcomes in the CDF projects. In this study therefore, performance will be measured.

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

According to a 2016 report by Auditor General, the NG-CDF's financial statements in Kenya, the NG-CDF funds' management in almost all constituencies faced significant challenges that involved, projects' mixed performance, and the supporting documents were inadequate in every aspect in their attachment to justify the payments for the reviewing purposes and for verification

(Chweya, 2019). These immense flaws as reflected in the report by Auditor General indicates the red flags as well as reinforce the most constituents' complaints being raised year in year out during the periods of electioneering and tenure of the politicians in office in Kenya.

The Auditor General's 2016 report highlighted that most constituencies experienced issues such as poor project performance, lack of accountability, and inadequate supporting documentation, which hindered verification and transparency in the use of funds (Chweya, 2019). These challenges are not isolated, as they reflect systemic problems across multiple constituencies, including Masinga, where similar concerns about project performance and resource mismanagement have been raised (Maina, 2021). Masinga Constituency has implemented a number of these CDF projects and therefore, the constituency has also experienced similar challenges (Maina, 2021).

### **PROBLEM STATEMENT**

In Kenya, the CDF was established to ensure accelerated development at the grassroots levels and more so the constituencies. The ideal situation is for the CDF projects to attain value for money while enhancing development and bringing significant impact in the lives of the targeted populations at the grassroots. For this to happen strategy implementation and performance need to be looked at in new light with emphasis on ensuring the end results change the lives of the people (Weiss & Hartle, 2023). However, the implementation of development initiatives has faced unprecedented challenges where CDF projects have been poorly implemented with nothing significant to show for the funds utilized (Mutuku & Misango, 2020). The challenges have evolved from strategy implementation and on performance of the projects as well.

According to a 2023 report by the National Government Constituencies Development Fund Board, only 62% of the allocated CDF funds in Masinga were used effectively, with 38% either misappropriated or left unused. The Auditor General's report for the fiscal year 2022/2023 revealed that out of 47 CDF-funded projects in Masinga, 18 (38.3%) were incomplete, 7 (14.9%) were abandoned, and 12 (25.5%) failed to meet the required quality standards. The Kenya National Bureau of Statistics (2023) Economic Survey indicated that Masinga Constituency ranked 178th out of 290 constituencies in terms of CDF project completion rates, with only 58% of initiated projects reaching completion within the stipulated timeframes. Furthermore, the Commission on Revenue Allocation (CRA) noted in its 2024 County Governments Budget Implementation

Review Report that Masinga Constituency experienced a 22% decline in the socio-economic impact of CDF projects compared to the previous year, attributing this to poor project selection, inadequate community participation, and weak monitoring and evaluation mechanisms. These statistics points the challenges facing CDF project performance in Masinga Constituency.

Communication is recognized as an important factor in enhancing the performance of public projects by enabling more efficient resource allocation, improved project execution, and better alignment with community needs. However, evidence from existing empirical studies suggests that the influence of strategy implementation on CDF project performance yields mixed outcomes. For instance, there is evidence indicating a positive and significant relationship between effective strategy implementation and CDF project performance (Mwangi and Kwasira (2022) in Murang'a County; Ochieng and Otieno (2021) in Homa Bay County, Kenya; Kimani et al. (2019) in Kiambu County, Kenya). Conversely, some studies have found limited or inconsistent effects of strategy implementation on CDF project outcomes (Mutua and Namusonge (2020) in Machakos County, Kenya; Nganga et al. (2023) in Nakuru County, Kenya). However, most of these studies were conducted in different geographic contexts within Kenya, adopted varying methodologies, and used different variables to measure strategy implementation and project performance. This diversity in research approaches gives rise to contextual, methodological, and conceptual gaps which this study sought to address by examining the relationship between communication and the performance of CDF projects in Masinga Constituency, Machakos County.

### **RESEARCH OBJECTIVE**

To establish the influence of communication on performance of CDF projects in Masinga Constituency.

### **RESEARCH QUESTION**

How does communication influence the CDF projects performance in Masinga Constituency?

### **THEORETICAL FRAMEWORK**

The study was anchored on theories such as the contingency theory. The contingency theory discusses the management approach, which proposes that there is no single optimal tactic of leading a group or team, managing a business, or decisions making in management set up, rather

than making decisions based on the situation and relative conditions (Steelman, 2023). The best approach or action is pegged on the current external and internal circumstances, and that to succeed, there must be strong leader-member relations. The theory was developed by Fed Fielder in 1964 landmark article, A Contingency Framework of Leadership Effectiveness, which outlines the significance of both the leader's personality and circumstances under which a leader operates (Osore et al., 2023). In support of the theory, Galliers, Leidner, and Simeonova (2020), postulate that all managers' decisions will be influenced (if not controlled) by given situations' contingencies.

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

Ostensibly, the contingency theory may be employed to create organizational leadership profiles where particular styles can be harmonized with contexts that have demonstrated success. Organizations can understand what kind of person fits in each organization's position whenever an opening occurs (Lynch, 2021). The theory can also reduce what is anticipated from leaders. However, emphasis should be put on finding a solution to the situational issues (Das, 2021). The theory was applicable to the scrutiny on strategy implementation on performance of CDF projects in Masinga Constituency - Machakos County since it suggests the best way of ensuring leadership commitment to ensure organizational performance (Chweya, 2019). Successful strategy

implementation lead to improved organizational performance and hence resulting to high performance in achievement of CDF project in the Masinga Constituency.

### **EMPIRICAL LITERATURE**

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

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

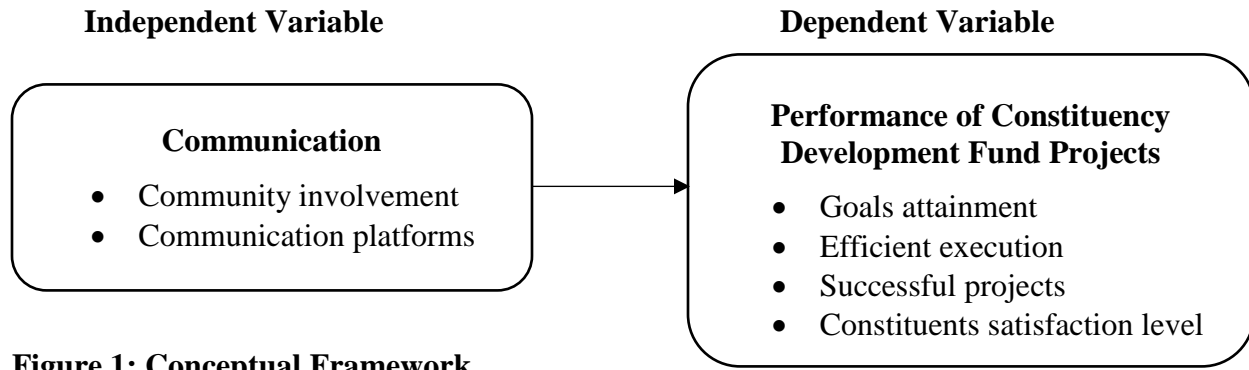


existing knowledge while proposing new frameworks to guide future research and practice in energy project management, with a particular focus on improving communication.

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

### **CONCEPTUAL FRAMEWORK**

Figure 1 presents the association existing between communication and performance of CDF projects in Masinga Constituency, Machakos County.



**Figure 1: Conceptual Framework**

Source: Author (2024)

## RESEARCH METHODOLOGY

The research employed a descriptive research design that is cross-sectional in the nature to enable generate precise events, factor profiles, and situations of the investigation establishing the nexus between dependent and the predictor variables (Kothari, & Garg, 2019). The research design ensured minimum chances of drawing incorrect casual inferences from data. The researcher employed the descriptive study in Masinga Constituency trying to piece the evidence on how the strategy implementation affects the performance of CDF projects. Therefore, for the researcher to collect definitive data from fieldwork, the procedure was grounded on the consideration of the discrete methodological conditions of enquiry that inherently explore the human or social problems that influence strategy implementation and performance of CDF projects in Machakos County (Creswell, 2014).

The target population was the CDF project committee members, CDF management staff (project managers), members of the community, and key opinion leaders (local politicians, business owners, and educators) in Masinga Constituency. Categorizing the target population is a significant step towards the sample size, which is central because it yielded some of the information and knowledge about strategy implementation on CDF projects' performance in Masinga Constituency, Machakos County. The target population of Masinga Constituency is bigger than 10,000 people according to the population 2019 census (KNBS, 2019). Since the population in the study exceeded 10,000, the Fisher's formula was employed to determine an appropriate sample size. Fisher's formula is widely used when dealing with large populations, as it ensures that the sample size is statistically representative of the entire population. This approach

is especially effective in yielding a sufficient sample size to make reliable inferences about the performance of CDF projects in Masinga Constituency.

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

**n** = sample size population

**z** = standard normal deviation

**p** = proportion of target population

$$q = 1 - p$$

**d** = the statistical significance level.

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

$$n = \frac{(z)^2 \times p \times q}{d^2}$$
$$= \frac{1.96^2 \times 0.1 \times 0.9}{(0.05)^2}$$

$$n = 138.30$$

$$n = 138$$

Therefore, sample size was 138 people.

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

members of the community, and key opinion leaders (local politicians, business owners, and educators) in Masinga Constituency.

In this study, researcher used stratified random sampling probability to identify the 138 participants from the CDF management staff, community members, opinion leaders (local politicians, business leaders, and educators among others), and CDF Projects committees' members who are informed of the CDF projects' operations as well as those community members who have benefitted from the CDF. This technique is chosen for this study because it attempts to restrict the possible samples to those subgroups, which are considered helpful to inform the study, and ensuring the target population is represented (Kothari & Garg, 2019). The subgroups also known as strata, together comprise of the target population (Creswell, 2014). In the scrutiny, the exercise of data collection was conducted to amass concrete data that was crucial in addressing the study objectives. Structured questionnaires were used as the data collection instruments to extract valuable data first-hand from the respondents. The questionnaire was the appropriate data collection technique in the study since they were distributed to reach the sampled population of respondents.

Data analysis is the step-by-step categorization and ensuring interpretation and order structures to the raw data collected from respondents (Kothari & Garg, 2019). Quantitative data was analyzed via the descriptive analysis, which bring out the analysis of the distribution measures of central tendency. The mode, mean, and median of the data was replicated in tables and graphical representations. The method outlined simple summaries and analysis regarding the sample. The graphics analysis as well as quantitative method formed the basis of almost in every analysis of the information collected. With descriptive statistics, the research simply described the data and was tabulated in data tables (Mugenda & Mugenda, 2003). The study also used inferential analysis including regression and correlation analysis. Correlation analysis was used to assess the nature and direction of the association between the predictor variables and performance. The study used simple linear regression model to link communication and performance.

$$Y = \beta_0 + \beta X + \epsilon$$

Where:

Y = Performance

X = Communication

Where;

$\beta_0$  = the constant term

$\beta$  = coefficient

(Y) –Dependent variable

Predictor variable- X

( $e$ ) –error term

## **FINDINGS AND DISCUSSION**

The study targeted the CDF project committee members, CDF management staff (project managers), members of the community, and key opinion leaders (local politicians, business owners, and educators) in Masinga Constituency. From this population, a sample size of 138 respondents was obtained made up of 25 CDF management staff, 58 community members, 20 opinion leaders and 35 constituency development committee's members in Masinga Constituency. Out of the 138 questionnaires issued to the sampled participants, 135 were completed and returned, representing a response rate of 97.8%. Only 3 questionnaires were not returned, accounting for 2.2% of the total sample.

Demographic results revealed that 61.5% of the respondents were male, while 38.5% were female. This gender imbalance suggests that men are more involved in the management and decision-making processes of the Constituency Development Fund (CDF) projects in Masinga Constituency. In terms of age distribution, the majority of those tallied were between the ages of 26 and 40 years, with those aged 26-35 years making up 37% and those aged 36-40 years comprising 34.1%. The relatively high representation of respondents in this age bracket indicates that the active workforce is predominantly involved in the CDF projects. Regarding educational attainment, the respondents' levels of education varied, with the majority (39.3%) holding a university degree, followed by those with secondary education (28.1%), college education (17%), and primary education (15.6%). The high proportion of respondents with university education

suggests that a significant number of participants in the CDF projects have a strong educational background, which possibly positively influence the effectiveness of strategy implementation.

### **Descriptive Statistics Analysis**

#### **Communication**

The study sought to establish the influence of communication on performance of CDF projects in Masinga Constituency. The participants were asked to give their opinions on whether communication was influencing strategy implementation and performance of CDF projects or not. The results indicate that majority of respondents (77.8%) believe that communication had influence on the strategy implementation and performance of Constituency Development Fund (CDF) projects in Masinga Constituency. This high percentage points to the critical role that effective communication plays in ensuring the success of these projects. The relatively small portion of respondents (22.2%) who did not see communication as influential suggests that there may be areas where communication practices can be further improved. The participants were also asked to rate their concurrence or disagreement on statements related to communication. The findings were as depicted in Table 1.

**Table 1: Descriptive Statistics on Communication**

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

The results in Table 1 indicate that most (28.10%+51.10%=79.2%) of the participants concurred that communication improved team coordination and collaboration during strategy implementation in Masinga CDF projects (Mean = 4.16, SD = 1.108). This suggests that respondents strongly believe in the positive impact of communication on teamwork within these projects. The low standard deviation shows agreement among the respondents, implying that most of them experienced enhanced coordination and collaboration due to effective communication.

Similarly, 74.0% of respondents agreed that there were proper communication channels to support strategy implementation in Masinga CDF projects (Mean = 4.06, SD = 1.17). The mean value reflects that most of the respondents were agreeing, signifying that most respondents perceived the communication channels as adequate and functional. The slightly higher standard deviation shows

some differences in responses, indicating that while the majority found the communication channels effective, a few respondents may have had differing experiences.

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

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

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

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



### Correlation Analysis Results

This study conducted correlation analysis to ascertain the nature and the strength of the association between communication and performance of CDF projects in Masinga Constituency, Machakos County. The correlation results were as depicted on Table 2.

**Table 2: Correlation Matrix**

		Performance	Communication
Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Communication	Pearson Correlation	.796**	1.000
	Sig. (2-tailed)	0.000	

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

Based on the correlation analysis results in Table 2, there was a strong positive and significant association between communication and the performance of CDF projects in Masinga Constituency ( $r = 0.796$ ,  $p < 0.01$ ) at the 1% level of significance. This means that effective communication is strongly associated with better performance of CDF projects. This finding is consistent with research by Nguyen and Tran (2020), which found that clear and consistent communication is crucial in project management, as it enhances coordination, reduces misunderstandings, and improves overall project outcomes.

### Regression Analysis Results

A regression analysis was also performed to establish the statistical significance and relationship between strategy implementation and performance of constituency development fund projects in Masinga Constituency, Machakos County. The ANOVA results indicated that the model adopted in this study was statistically significant in explaining the influence of communication on the performance of CDF projects in Masinga Constituency. This is evidenced by a p-value of 0.000, which is well below the significance threshold of 0.05, indicating that the overall model is significant. Table 3 shows regression coefficient results.

**Table 3: Regression of Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.214	0.132		1.626	0.106
	Communication	0.319	0.045	0.361	7.041	0.000

a. Dependent Variable: Performance

The regression model therefore became;

$$Y = 0.214 + 0.319X$$

Where:

Y = Performance

X= Communication

The regression coefficients in Table 3 show that communication had a positive and significant effect on the performance of constituency development fund projects in Masinga Constituency ( $\beta = 0.319, p = .000 < .05$ ). The significance is reinforced by a computed t statistic of 7.041, which is greater than the critical t-statistic of 1.96, confirming the significance. The finding reveals that a unit improvement in communication results in an increase in project performance by 0.319 units. This underscores the critical role of effective communication in enhancing the performance of CDF projects. This is consistent with the conclusion made by Nilsson Petri and Westelius, (2020) that, organizations act through communication to coordinate diverse resources and personnel towards achieving a particular strategy implementation, which inherently lessen the chances of any nonconformities that will prevail in the results anticipated after all.

## CONCLUSIONS

Based on the findings, the study concludes that communication plays a pivotal role in the successful implementation and performance of Constituency Development Fund (CDF) projects in Masinga Constituency. Effective communication improves team coordination and collaboration, which are essential for executing strategies within these projects. The presence of adequate and functional communication channels further supports this process, ensuring that

information flows smoothly and that all stakeholders are well-informed. Consequently, strong communication practices are critical for achieving strategic goals and enhancing the overall performance of CDF projects.

## RECOMMENDATION

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

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