

## **Effect of Strategic Communication on the Performance of Constituency Development Funds in Narok North, Kenya**

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### **Abstract**

*The performance of constituency development funds in Kenya has attracted significant attention due to its crucial role in promoting local development. The effective use of constituency development funds has contributed to the construction of essential infrastructure such as schools, roads, and health facilities, thereby improving access to education, transportation, and healthcare services. These developments have enhanced the overall quality of life for many communities. However, despite these positive outcomes, the performance of constituency development funds has been undermined by persistent challenges, including mismanagement of funds, inadequate accountability, and corruption, which have limited its potential to achieve equitable and sustainable local development outcomes. The study sought to establish the effect of strategic communication on the performance of constituency development funds in Narok North, Kenya. Strategic management theory anchored the research. The study adopted explanatory research design targeting 219 project managers, committee members and community representatives (village elders and religious leaders) that were involved in the ongoing constituency development funds projects in Narok North constituency for the 2022/2024 financial year. Sample size was 142 respondents obtained using simple random sampling while data was collected using structured questionnaires using drop and pick later method. Data was analyzed using Statistical Package for Social Sciences. Both descriptive and inferential statistics were conducted. Descriptive results showed that the respondents agreed to a great extent that strategic communication affected the performance of constituency development funds in Narok North, Kenya. Regression findings revealed that there was a positive and significant relationship between strategic communication and performance. Furthermore, strategic communication was strongly and positively correlated with performance of constituency development funds. The study concludes that effective communication strategies play a vital role in the successful implementation of constituency development fund projects. Clear, transparent, and consistent communication among stakeholders ensures proper coordination, enhances community participation, minimizes misunderstandings, and promotes accountability, ultimately contributing to the overall success and sustainability of constituency development fund initiatives.*

**Keywords: Strategic Communication, Performance, Constituency Development Funds, Narok North, Kenya**

## **1.0 Introduction**

Performance is crucial in organizations as it directly impacts efficiency, productivity, and overall success (Johnson & Lee, 2020). High performance makes sure that organizational goals are met effectively and that resources are utilized optimally. It leads to increased employee satisfaction and engagement, as well as improved customer satisfaction due to better service delivery (Robinson, 2021). Moreover, strong performance management systems can drive innovation by setting clear objectives and providing feedback (Kuvaas, 2022). Organizations that prioritize performance are better placed to become accustomed to market variations and competitive pressures. This adaptability is essential for long-term sustainability and growth, as high-performing teams are more agile and capable of navigating challenges (Smith, 2023). Additionally, performance management helps to align personal goals with organizational aims, to make sure that every team member contributes effectively towards achieving the company's vision.

Strategic management is about formulating and implementing key aims and approaches, driven by considerations of interior and exterior environments (Hitt, Ireland, & Hoskisson, 2020). High performance results from the alignment of organizational resources and capabilities with strategic aims. Effective strategic management practices foster a culture of constant enhancement and agility that enable organizations to react to varying market conditions and sustain high performance (Hitt, Ireland, & Hoskisson, 2021). Strategic management practices are essential in driving performance by ensuring that organizational strategies are effectively implemented and adjusted to achieve desired outcomes.

Strategic management practices are crucial for organizations as they provide a structured way in the achievement of long-term success and maintaining competitiveness. David (2022) emphasized strategic formulation and implementation through the use of the strategy-formulation framework and the quantitative strategic planning matrix. Hitt, Ireland, and Hoskisson (2021) focused on achieving strategic competitiveness in global contexts by leveraging innovation and adopting a resource-based view alongside the dynamic capabilities framework. More recently, Thang and Nghi (2022) investigated strategic human resource management practices, particularly in the context of 21st-century challenges such as AI integration, workforce planning, and digital transformation.

Strategic communication is a deliberate and systematic approach to conveying messages that support a firm's goals and aims while considering the needs and expectations of its stakeholders

(Cornelissen, 2021). It involves the planning, delivery, and evaluation of communication efforts to ensure consistency and effectiveness in achieving strategic outcomes (Heath & Johansen, 2023). In the context of CDF, strategic communication has a critical function in enhancing performance, fostering stakeholder engagement, and ensuring transparency in the allocation of resources. Effective communication allows CDF committees to clearly articulate their mission, project goals, and expected benefits, which improves transparency and accountability (Hendrix, 2022).

By managing public perceptions, addressing concerns, and building trust with stakeholders such as community members, government officials, and funding partners, strategic communication helps to foster positive relationships and makes sure that all involved groups are informed and are in line with the committee's objectives (Higgins & O'Neill, 2021). Moreover, strategic communication practices enable the CDF committee to align its messaging with broader development strategies and national goals, ensuring consistency across all communications and preventing misunderstandings or misalignment (Cornelissen, 2021). Regular updates on project progress and transparent reporting also contribute to maintaining stakeholder trust and engagement. In addition, strategic communication aids in soliciting valuable feedback from stakeholders and by incorporating this feedback into the planning and execution of projects, the CDF committee can make sure that its initiatives are responsive to community requirements and priorities. This alignment between strategic communication, resource allocation, and project goals enhances the CDF's impact on community development.

The Constituency Development Fund (CDF) in Kenya was established in 2003 through the CDF Act, with the primary goal of addressing disparities in development across constituencies by allocating funds directly to local areas for grassroots development projects. This initiative was intended to empower Members of Parliament (MPs) to oversee development projects within their constituencies, ensuring that resources were distributed equitably and were directly responsive to community needs (Mekonnen, 2021). The fund has been useful in financing infrastructure, education and health services. While the CDF has led to improvements in local development, barriers like lack of transparency, and inefficiencies in fund management have emerged (Wachira, 2022). Despite these issues, the CDF remains a significant tool for achieving decentralized development in Kenya, with ongoing efforts to enhance accountability and improve resource utilization (Kariuki & Mutisya, 2024).

Constituency Development Funds (CDF) are financial resources allocated by governments in supporting development projects at the constituency level. These funds aim to address local needs and foster regional development (OECD, 2022). The concept of CDF is designed to empower local representatives to manage and implement projects that directly benefit their communities, thus promoting decentralized governance and local accountability (Kanyinga & Kimenyi, 2021). The idea of CDF emerged from the need to decentralize financial resources to better address local development challenges. This approach has been adopted and adapted in various countries, including Kenya, India, and the Philippines, each tailoring the model to fit their specific contexts (Mukherjee & Ghosh, 2023). The primary objectives of CDF are to enhance local infrastructure, stimulate economic growth, and improve public services. By devolving funds to the constituency level, the model seeks to make governance more responsive to the particular needs of communities (Wanjiru & Njenga, 2023)

CDFs are mostly under the management of local committees or elected representatives who are responsible for identifying community needs, proposing projects, and overseeing the implementation of funded activities. In Kenya, for instance, the CDF is administered by the Constituency Development Fund Board, which provides oversight and ensures that funds are used appropriately (Republic of Kenya, 2020). Similarly, in India, the Member of Parliament Local Area Development Scheme (MPLADS) operates on a similar principle, allowing MPs to recommend projects for their constituencies (Chand, 2020). The management of CDFs involves a series of steps, including project identification, proposal submission, fund allocation, and monitoring. Effective implementation requires transparency, accountability, and community involvement to ensure that the funds address real needs and achieve intended outcomes (OECD, 2022).

Despite their benefits, Constituency Development Funds (CDFs) face a number of difficulties. One key concern is the probability for political manipulation, where funds allocation is based on political considerations instead of genuine community requirements, leading to misuse of resources and undermining the effectiveness of development projects (Cheeseman & Theobald, 2021). Another significant issue is the risk of corruption, as decentralized management can create opportunities for misappropriation of funds if not adequately monitored (Kibua & Mwabu, 2022). Implementing robust oversight mechanisms and involving civil society in the monitoring process are crucial for mitigating these risks (Mugo & Gitonga, 2023).

The Constituency Development Fund in Kenya has played a significant role in local development by supporting projects such as schools, roads, and hospitals (Kanyinga & Kimenyi, 2021). However, its effectiveness is hampered by issues of mismanagement, corruption, and inefficiencies in fund allocation and project implementation (Kibua & Mwabu, 2022). Additionally, the lack of transparency and accountability continues to undermine the fund's impact (Githinji & Muchai, 2020). Beyond financial and operational concerns, strategic management weaknesses are also evident. Strategic planning essential for setting objectives, resource allocation, and aligning projects with long-term goals is often inadequate (Mwangi & Wekesa, 2021). Many CDF committees lack the leadership and technical expertise to formulate and implement sustainable development plans (Oketch & Ndegwa, 2023). Consequently, projects are sometimes undertaken without proper needs assessments or stakeholder involvement, leading to duplication, underuse, or abandonment. Moreover, the absence of performance evaluations and long-term planning results in reactive rather than strategic development efforts (Kibua & Mwabu, 2022) and thus the need for the study.

## **2.0 Theoretical Review**

This study was anchored on strategic management theory. The primary proponents of strategic management theory include Porter in the 1980s, whose work on competitive strategies and industry analysis remains influential and Barney in 1991, known for his development of the resource-based view (Barney & Hesterly, 2020). Porter's frameworks, such as the Five Forces model, help organizations comprehend industry dynamics and identify strategic opportunities. Barney's resource based view emphasizes leveraging unique organizational resources in the achievement of sustainable competitiveness (Porter, 2022). The implications of these theories are profound, providing firms with tools for navigating competitive landscapes and optimize their strategic placement in the market.

Strategic management theory focuses on how organizations develop and implement strategies for the achievement competitiveness and superior performance. Central to this theory are concepts such as strategic fit, competitiveness and resource-based view (RBV) (Barney, 2021). Strategic fit emphasizes aligning organizational resources and capabilities with external opportunities, while competitive advantage centers on creating unique value propositions that distinguish firms from competitors (Porter, 2022). RBV connotes that valuable, rare, inimitable, and non- substitutable resources drive long-term success (Teece, 2022). These tenets collectively guide firms in crafting

strategies that align internal strengths with external market conditions.

Critics argue that the theory's emphasis on static analysis can overlook dynamic market changes and the impact of external factors (Mintzberg, 2023). The resource-based view, while valuable, may sometimes lead to an overemphasis on internal capabilities at the expense of external opportunities and threats (Eisenhardt & Martin, 2021). Additionally, the focus on strategic fit can be limiting in rapidly evolving industries where flexibility and innovation are crucial (Teece, 2022). These criticisms highlight the need for a more adaptive approach to strategic management in dynamic environments.

Strategic management theory emphasizes the formulation and execution of long-term goals and objectives (Barney & Hesterly, 2020). Strategic communication ensures that these plans are effectively conveyed to all stakeholders, fostering understanding and engagement (Barney, 2021). Strategic human resources management focuses on aligning talent acquisition, development, and retention with organizational objectives. Together, these elements integrate into strategic management theory, ensuring that resources, leadership, and communication are optimized in the achievement of sustainable competitiveness and organizational success (Eisenhardt & Martin, 2021). The theory's frameworks facilitate the examination of strategic decisions and their effect on organizational performance

## **2.1 Empirical Review**

Lerai (2023) did a research on the impact of strategic communication on the performance of Kenyan commercial-based parastatals. The research was conducted in six (6) commercial based parastatals. The 40 departmental managers and 110 administrative employees were the target population with 40 of the departmental managers and 151 administrative employees selected randomly as the sample. Closed and open ended questionnaires were applied. Inferential and descriptive statistics were adopted. The results were a positive correlation between organization performance and strategic communication. Commercial based parastatals were studied while constituency development funds were studied.

Zulkeifli et al. (2023) conducted a comprehensive literature review focusing on communication as a strategic tool for enhancing organizational performance. Utilizing a systematic review methodology, the researchers gathered and analyzed critical secondary data to gain a deeper

understanding of how communication functions within a corporate setting. The conclusion was that communication has a critical function as a managerial tool, particularly in fostering interpersonal relationships and cultivating a supportive environment that encourages internal development within organizations. The research emphasized the importance of effective communication in facilitating coordination, trust, and shared understanding among employees. There was limited focus on the different styles of leadership communication (transformational, transactional, servant) and their direct influence on performance.

Guuru and Adede (2022) examined the role of strategic communication in successful program implementation in the International Livestock Research Institute (ILRI) in Kenya. Statistical analysis used in the study was both descriptive and inferential statistical tests on the sampled information of 194 employees in different organizational initiatives. The research revealed that strategic communication approaches—specifically those that were participatory, outcome-focused, and utilized multiple communication channels—had a significant and positive impact on the successful execution of these programmes. The results highlight the critical role of well-structured communication in improving organizational efficiency, coordination, and overall program success within a research and development context. ILRI, Kenya was studied while constituency development funds were studied.

## **2.2 Research Methodology**

This study adopted explanatory research design which is used to describe characteristics of a population, without manipulating variables. This study employed an explanatory research design because the main purpose of the study is to explain why and how the specified phenomena take place basing on testing hypotheses and revealing the direction and strength of the relationship (Creswell & Creswell, 2023). The design is sometimes based on quantitative technique and statistical analysis of two given variables to be able to determine that a change in one aspect causes a change in another so that the researchers can conclude it to be a causal relationship (Neuman, 2021). Explanatory research is typically structured, with clearly defined variables and standardized data collection tools such as surveys or experiments. It is particularly useful when prior studies have already identified relevant variables and the researcher seeks to build upon that foundation by exploring the interactions between them (Saunders et al., 2022).

This study targeted 219 project managers, committee members and community representatives who had participated in the current CDF projects in Narok North constituency during the 2022-2024 financial years. The individuals selected were directly involved in the implementation, management, and oversight of the CDF projects. This ensures that they have firsthand knowledge and experience, making their perspectives invaluable for understanding the challenges, successes, and impact of the projects. Further, their inclusion ensures that a broad spectrum of perspectives is captured. Sample size was 142 respondents obtained by Yamane's formula. Stratified sampling was used in this study. This technique makes sure that every subgroup is well represented in the sample, which is especially important when certain subgroups are underrepresented or when the researcher aims to make sure comprehensive representation of particular groups in the sample (Etikan et al., 2021).

This study used structured questionnaires to collect data. The use of structured questionnaires ensures that the responses are directly in line with the study's aims, facilitating accurate data collection and analysis. Data analysis was done with the aid of Statistical Package for Social Sciences (SPSS) software version 25. Data was cleaned first then coding was done and entered in the software ready for analysis. Both descriptive and inferential statistics were carried out. Descriptive statistics provide a concise and clear description of the data highlighting salient features of the data in the form of frequencies, percentages, means and standard deviations. These actions assist in explaining and clarifying the key characteristics of the information. Inferential statistics, on the other hand, are employed to study causation and interrelations between the variables and generalize the sample data to represent the larger population. Descriptive analysis involved generation of summary statistics (frequencies and percentages, means and standard deviations) while inferential statistics involved correlation and regression analysis.

The regression model was as shown

$$Y = \beta_0 + \beta_1 X_1 + \epsilon_0$$

Where:

Y	=	Performance
$\beta_0$	=	Constant
$\beta_1$	=	Coefficients of Independent variable



$$X_1 = \text{Strategic communication}$$

$$\varepsilon_o = \text{Error term}$$

## 2.3 Results and Discussion

### 2.3.1 Descriptive statistics

#### 2.3.1.1 Strategic communication

The mean and standard deviation for the statements of strategic communication are as presented in Table 1. The findings revealed that the communication channels used are effective in conveying information about Constituency Development Funds to the community (Mean=3.98, std. dev=0.93). Findings further showed that there are strategies used to ensure that communication about Constituency Development Funds reaches diverse groups within the constituency (Mean=3.99, std. dev=0.92). Additionally, results showed that stakeholders have a big role to play in shaping the communication strategy for Constituency Development Funds (Mean=4.19, std. dev=0.94). The results also revealed that stakeholders' input is usually incorporated into the final CDF strategy (Mean=3.97, std. dev=0.91). The findings, furthermore, showed that new technologies are being utilized to enhance communication about Constituency Development Funds (Mean=4.16, std. dev=0.92) and that new technologies have improved the efficiency and effectiveness of information dissemination in the constituency (Mean=4.06, std. dev=0.94). The results showed that the respondents agreed to a great extent that strategic communication affected the performance of constituency development funds in Narok North, Kenya since the overall mean score was 4.06 and a 0.93 standard deviation.

**Table 1: Strategic Communication**

Strategic communication statements	N	Min	Max	Mean	SD
The communication channels used are effective in conveying information about Constituency Development Funds to the community	103	1	5	3.98	0.93
There are strategies used to ensure that communication about Constituency Development Funds reaches diverse groups within the constituency	103	1	5	3.99	0.92

Stakeholders have a big role to play in shaping the communication strategy for Constituency Development Funds	103	1	5	4.19	0.94
Stakeholders' input is usually incorporated into the final CDF strategy	103	1	5	3.97	0.91
New technologies are being utilized to enhance communication about Constituency Development Funds	103	1	5	4.16	0.92
New technologies have improved the efficiency and effectiveness of information dissemination in the constituency	103	1	5	4.06	0.94
<b>Overall mean score</b>				4.06	0.93

The study findings indicate that stakeholders play a crucial role in shaping the communication strategy for Constituency Development Funds (CDF), as demonstrated by a high mean score of 4.19 and a standard deviation of 0.94. This strong mean score reflects a high level of agreement among respondents regarding the importance of stakeholder involvement in communication processes. The relatively low standard deviation further suggests consistency in participants' perceptions, indicating a shared understanding of the significance of inclusive communication practices. According to Mwangi (2020), involving stakeholders in the development and implementation of communication strategies ensures that messages are relevant, clear, and responsive to community expectations, thereby fostering transparency and building public trust.

Strategic communication serves as a key pillar in effective public project management, facilitating the timely sharing of information, establishing feedback mechanisms, and promoting collaboration among various actors (Otieno, 2021). In the context of CDF projects, this approach allows for open dialogue between fund managers, community members, and local leaders, which enhances mutual understanding and cooperation. In Narok North Constituency, integrating stakeholder input into communication processes has been shown to strengthen project ownership and improve the overall performance of CDF initiatives. By aligning communication strategies with local priorities and ensuring that community voices are heard, CDF managers can enhance accountability, transparency, and sustainability. Ultimately, stakeholder-driven communication contributes to

more effective decision-making and increased trust in public development programs.

2.3.1.2 Performance

The mean and standard deviation for the statements of CDF performance are as presented in Table 2. The findings revealed that the stakeholders satisfaction is usually assessed (Mean=4.16, std. dev=1.02). Findings further showed that there are metrics used to evaluate the effectiveness of resource distribution (Mean=4.28, std. dev=0.91). Additionally, results showed that there are systems in place to track and report expenditures of Constituency Development Funds, and how are these systems designed to ensure accuracy and transparency (Mean=4.18, std. dev=0.92). The results also revealed that the systems for tracking and reporting expenditures of Constituency Development Funds are designed to ensure accuracy and transparency (Mean=4.36, std. dev=0.92). The findings, furthermore, showed that the management of CDF ensure adherence to the approved budget (Mean=4.07, std. dev=0.94) and that there are processes used to monitor and adjust the budget for Constituency Development Funds in response to emerging needs while maintaining overall budget compliance (Mean=4.29, std. dev=0.80). The results showed that the respondents agreed to a great extent that the performance of constituency development funds in Narok North, Kenya was affected by the strategic management practices since the overall mean score was 4.22 and a 0.92 standard deviation.

Table 2: Performance

Performance statements	N	Min	Max	Mean	SD
The stakeholders satisfaction is usually assessed	103	1	5	4.16	1.02
There are metrics used to evaluate the effectiveness of resource distribution	103	1	5	4.28	0.91
There are systems in place to track and report expenditures of Constituency Development Funds, and how are these systems designed to ensure accuracy and transparency	103	1	5	4.18	0.92
The systems for tracking and reporting expenditures of Constituency					

Development	103	1	5	4.36	0.9
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Funds are designed to ensure accuracy and transparency

The management of CDF ensure adherence to the approved budget	103	1	5	4.07	0.94
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There are processes used to monitor and adjust the budget for Constituency Development Funds in response to emerging needs while maintaining overall budget compliance	103	1	5	4.29	0.80
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<b>Overall mean score</b>				4.22	0.92
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The findings indicate that systems for tracking and reporting Constituency Development Funds (CDF) in Narok North, Kenya, are effectively structured to enhance accuracy, transparency, and accountability. This is evidenced by a high mean score of 4.36 and a relatively low standard deviation of 0.92, suggesting strong agreement among respondents and consistent perceptions regarding the effectiveness of these systems. Such consistency highlights a shared belief in the reliability and transparency of the financial management frameworks employed in the constituency. Effective tracking and reporting mechanisms form a fundamental aspect of strategic management, as they enable accurate monitoring of resource allocation, promote accountability, and support data-driven decision-making.

According to Kimani and Njoroge (2020), transparent financial systems are essential in building public trust, preventing fund misappropriation, and ensuring that development resources are used for their intended purposes. In the context of CDF projects, these systems facilitate timely audits, improve oversight, and enhance communication between project implementers and the community. Furthermore, the use of technology in financial reporting—such as digital record-keeping and online transparency portals—has strengthened accessibility to information and reduced opportunities for corruption. In Narok North, such strategic management practices have contributed to improved project implementation, better service delivery, and increased community confidence in CDF initiatives. The findings suggest that prioritizing robust financial oversight mechanisms within CDF operations not only promotes transparency but also enhances the long-term effectiveness and sustainability of local development programs.

## 2.3.2 Inferential Statistics

### 2.3.2.1 Correlation Analysis

The Pearson correlation was employed to find the relationship between the independent variables and employee engagement as shown in Table 3

**Table 3: Correlation Results**

		CDF Performance
CDF Performance	Pearson Correlation	1
	Sig. (2-tailed)	
	N	103
Strategic communication	Pearson Correlation	.746**
	Sig. (2-tailed)	.000
	N	103

The results presented in Table 3 show the calculated correlation coefficient ( $r$ ) and  $p$ -value, which indicate both the strength and significance of the relationship between variables. The correlation between strategic communication and performance ( $r = 0.746$ ,  $p = 0.000$ ) reveals a strong, positive, and statistically significant relationship. This finding demonstrates that higher levels of strategic communication are associated with improved performance of Constituency Development Fund (CDF) projects. The significance level ( $p = 0.000$ ) confirms that the relationship is not due to chance, emphasizing the critical role of communication in effective fund management. As noted by Otieno and Wambua (2021), open, transparent, and consistent communication fosters trust, improves awareness, and ensures that project goals, timelines, and expectations are clearly understood by all stakeholders. In the context of Narok North, strategic communication serves as a vital mechanism for promoting community participation, managing expectations, and addressing grievances that may emerge during project implementation. Regular updates on project progress enhance accountability and encourage community oversight, while feedback channels ensure responsiveness to local needs. This finding highlights communication as a fundamental pillar of strategic management practices that influence the performance of public development funds,

leading to greater efficiency, transparency, and satisfaction with project outcomes.

### 2.3.2.2 Regression analysis

The regression analysis assisted in demonstrating the size of effect of strategic communication has on performance as shown in Table 4.

**Table 4: Regression Coefficients**

	Unstandardized		Standardized			
	Coefficients		Coefficients			
	B	Std. Error	Beta	t	Sig.	
(Constant)	.642	.254		2.526	.013	
Strategic communication	.257	.108	.248	2.383	.019	

a. Dependent Variable: CDF Performance

The findings revealed that strategic communication has a positive and statistically significant relationship with the performance of Constituency Development Fund (CDF) projects, as indicated by  $\beta = 0.249$  and  $p = 0.019$ . This implies that a one-unit increase in strategic communication is associated with a 0.249-unit improvement in CDF performance, demonstrating a meaningful and measurable impact. The results highlight the critical role of communication in enhancing project efficiency, transparency, and stakeholder collaboration. According to Otieno and Wambua (2021), open and consistent communication promotes trust, accountability, and inclusivity among stakeholders, which are essential components of successful public project implementation.

In the context of Narok North, strategic communication serves as a powerful tool for informing the public, managing expectations, and addressing potential conflicts that may arise during project implementation. Effective communication channels ensure that stakeholders remain informed about project goals, progress, and financial expenditures, thereby fostering a sense of ownership and participation. Furthermore, the establishment of clear feedback mechanisms allows for timely resolution of issues and alignment of community priorities with development initiatives. These findings underscore the importance of strengthening communication frameworks between CDF committees, beneficiaries, and other key actors to enhance accountability, build public confidence, and improve the overall effectiveness of CDF projects.



The following is the regression model that resulted:

$$Y = \beta_0 + 0.249X_1$$

Where:

Y = Performance

X<sub>1</sub> = Strategic communication

### 3.0 Conclusion

The study established that strategic communication has a significant and positive relationship with the performance of Constituency Development Fund (CDF) projects. This finding confirms that effective communication strategies contribute substantially to the success and sustainability of development initiatives. In the case of Narok North, clear, transparent, and two-way communication enhances community engagement, strengthens coordination among stakeholders, and builds public trust. When stakeholders are well-informed about project goals, timelines, budgets, and progress, the likelihood of misunderstandings, conflict, or resistance is greatly reduced. Moreover, effective communication fosters a sense of ownership and shared responsibility among community members, leading to improved responsiveness and accountability from CDF committees.

The study therefore recommends that managers of CDF projects establish multiple and accessible communication channels to reach diverse audiences. These may include community meetings, public forums, local radio broadcasts, notice boards, and digital platforms such as social media and SMS alerts. Regular updates and open dialogues with beneficiaries will promote inclusivity, transparency, and trust. Communication should also be delivered in local languages and culturally appropriate formats to ensure accessibility and comprehension. Furthermore, appointing trained communication officers within the CDF management team can help develop strategic messaging, manage feedback, and handle public relations effectively. Introducing structured feedback mechanisms, such as suggestion boxes, toll-free hotlines, or community liaison offices, will encourage citizen participation and continuous improvement. Ultimately, fostering a proactive and transparent communication culture will enhance project performance, strengthen accountability, and increase public confidence in CDF initiatives.

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