

**CHALLENGES FACING IMPLEMENTATION OF STRATEGIC MANAGEMENT PLANS IN  
LOCAL AUTHORITIES IN KENYA: *A CASE OF KIRINYAGA CENTRAL DISTRICT***

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## DECLARATION

This research project report is my original work and has not been presented for approval in any other university or college.

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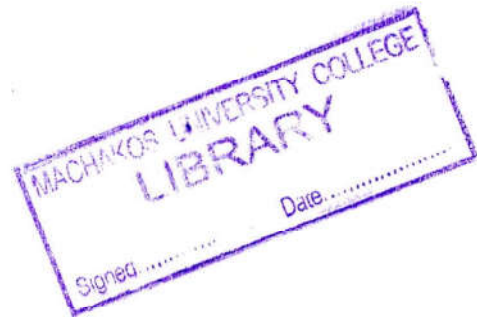
## **DEDICATION**

I dedicate this research project report to my wife Ciciliah, my children Oruke and Vera for their encouragement and support which enabled me complete it.

## ACKNOWLEDGEMENT

My sincere gratitude goes to my supervisor, Dr Ombuki for his advice and guidance during the entire period of the project and in finalizing the project report. I also acknowledge with profound gratitude my MBA colleague Mr. Lawrence Otundo for his creative criticisms. Additionally, I convey sincere gratitude to Mr. Danstan Omari and Mr. Paul Wanyoike for their support and encouragement.

May the good God bless all of you abundantly.



## **ABSTRACT**

The local authority councils have a critical role to play in the socio-economic development of Kenya. They are responsible for the implementation of policies and programs, which aim to improve the well being of local residents. It is the machinery through which the Central government translates basic policy objectives into workable programs for the benefit of society. A local council which implements strategies fully improves the living standards of its residents. This study investigated and reported the findings regarding the challenges facing implementation of strategic management plans in Local Authorities in Kirinyaga Central District. It aimed at successful implementation of strategic management plans in an effort to providing and improving the quality of services offered to people by local authorities. The study focused on the contribution of leadership traits, organizational culture, organizational structure, employee training, availability of resources, and technology in the implementation of strategic management plans in Kirinyaga Central District local authorities. The target population was all 391 employees of the two local authorities in the district. Both stratified and simple random sampling was employed to reach the target population. Consequently, a sample size of 78 was used for this study. Data collected from the sample was analyzed using descriptive analysis with the help of the Statistical Packages for Social Sciences (SPSS) and was presented in the form of bar graphs, charts and percentages. The findings of the study showed that implementation is hampered by inadequate resources, inadequate employee training and lack of an understanding and use of technological advances. In view of this, the researcher recommended that adequate resources should be provided, employees should be trained and use of new technologies, modern tools and machines in implementing strategic management plans.

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## DEFINITION OF TERMS

- Balanced scorecard:** Is a strategic planning and management system that is used to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals (Kaplan R S and Norton D P: 1996).
- Local Government (LG):** Is that part of administration of a country that deals mainly with such matter as concern the inhabitants of a particular place or district, including those functions which the Central Government has considered it desirable to be administered at local level (Michael R: 1995)
- Local Authority:** It is a municipal, county, town or urban council (Local Government Act Cap (265), 1998.
- Strategy:** According to Bateman et al (1990), strategy is a pattern of actions and resource allocation designed to achieve the goals of an organization. The strategy an organization implements attempts to match the skills and resources of an organization to the opportunities found in the external environment.
- Strategy Implementation:** Strategy implementation in an organization means moving from planning work to working the plan. It is the process of converting long-term strategic plan into actionable activities.

## **ABBREVIATIONS**

DFRD	District Focus for Rural Development
HR	Human Resource
KCC	Kirinyaga County Council
KKM	Kerugoya/Kutus Municipal
KLG	Kenya Local Government
LA	Local government
OS	Organization structure
SWOT	Strengths, Weaknesses, Opportunities and Threats

## **CHAPTER ONE**

### **1.0. INTRODUCTION**

This chapter contains background to strategic management, the background to the local authorities and specific background on the local authorities studied. It also contains the statement of the problem, research objectives, research questions that the study sought to answer, purpose of the study, significance of the study, limitations and scope of the study.

### **1.1. STUDY BACKGROUND**

#### **1.1.1. Strategic Management**

According to Lamb(1984), strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy regularly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial, or political environment.

The study adopted David's definition of strategic management, which says that strategic management is the conduct of drafting, implementing and evaluating cross-functional decisions that will enable an organization to achieve its long-term objectives (David: 1989). It is the process of specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives, and then allocating resources to implement the policies and plans, projects and programs. A balanced scorecard

(Kaplan R S and Norton D P: 1996) is often used to evaluate the overall performance of the business and its progress towards objectives.

Strategic management has been touted as one of the effective management tools in strengthening organization performance through effective decision making and systematic strategic formulation and implementation. Although strategic management was more prevalent in the private sector since the concept was first developed, the interest of using strategic management in the public sector has increased over the last decade (Smith: 1994).

Previous researches seem to suggest that formulation of a strategic plan will not necessarily lead to improved performance. A study on 113 UK companies concluded that there was no relationship between formal company planning and company performance (Falshaw et al: 2004). Another study, conducted in 197 companies worldwide with sales exceeding \$500 million per annum, suggests that companies only realize about 60% of their potential value because of defects and break down between planning and execution (Mankins & Steele: 2005). This indicates that the challenge for most organizations is in the areas of implementation.

Local authorities in Kenya have prepared strategic plans as a requirement in Performance Contracting Scheme which aims at improving efficiency (Guidelines for Drafting Performance Contracts: 2005). These strategic plans are mostly well prepared and presented. However many authorities continue to have poor to average performance in their areas of jurisdiction (UN-Habitat: 2002).

### **1.1.2 Local Authorities**

As the study focused on challenges facing implementation of strategic management plans in the local Authorities, a general overview on the Local Authority in Kenya is essential to form an understanding the study. Owing to its strategic roles in development, especially in the local area, the then colonial government in Kenya established the local government (LG) system in the country in 1912. A local government is that part of the administration of a country that deals mainly with such matters as concerns the inhabitants of a particular place, including those functions which the central government (CG) has considered desirable to be administered at a local level (Michael:1995). The bodies entrusted with the matters are known as the local authorities (LA) and are in the main elective.

### **1.1.3 Organisational Structure of Local Government**

The Republic of Kenya is a unitary state, administratively divided into eight provinces – Central, Coast, Eastern, North East, Nyanza, Rift Valley, Western and Nairobi. The Provinces are further divided into 253 districts, which have administrative responsibilities under the De-concentration Initiative, the District Focus for Rural Development (DFRD), introduced in 1983. Under Districts there are divisions, locations and sub-locations.

In terms of management, the districts are headed by the district commissioners, appointed by the president and assisted by divisional officers, chiefs and sub-chiefs. Divisional officers, chiefs and sub-chiefs have the responsibility for the divisions, locations and sub-locations. The district commissioner is accountable through the provincial administration to the Office of the President.

Kenya has 175 local authorities including 67 county councils, 43 municipal councils, 62 town councils, and three city councils. (Performance Evaluation Report: 2007)

The City and Municipal Councils are led by a mayor, whereas the Town and County Councils fall under the leadership of a chairperson, elected by the councillors following the local elections. At this time the Committee Chairpersons are also elected. There are no executive committees or cabinets. Councils conduct their business through committees, which make recommendations to the full council. For example, the Kirinyaga County Council has four committees: finance, staff and general purposes; town planning, works and markets; environmental conservation; and educational and social services.

#### **1.1.4 Local Government Acts**

Under the provisions of the Local Government Act (Cap 265) of 1977, the Minister of Local Government is responsible for local authorities. The minister's remit covers the constitution of local authorities, power to establish and extinguish local authorities, and oversight of their policies, by-laws, staffing, administration, operations, budgets and financial management. Other sector ministries also directly affect the operation of local authorities, particularly in the areas of health, education, water and roads.

Local Government Loan Authority Act (Cap 270), Land Planning Act (Cap 303), Trade Licensing Act (Cap 497), Rating Act (Cap 267), Valuation for Rating Act (Cap 255), Agriculture Act (Cap 218) are some of the laws that affect the management of local authorities and their revenue base.



The legislation gives all local authorities – City, Municipal and Town Councils – similar responsibilities.

In practise, however, the established municipal councils are able to provide a wider range of services than the cities, towns and some newer municipalities. The local authorities have a semi-autonomous status within their geographic area.

#### **1.1.5 Local Government Staffing**

Senior staff to Local Government is recruited through the Public Service Commission (PSC), with the Minister of Local Government having full discretion over the most senior appointments (Local Government Act Cap 265: 1998). The commission is also responsible for promotions and/or disciplinary matters. Other staff are directly recruited and dismissed by local authorities. Part-time casual workers are also employed.

A town clerk, appointed by the PSC, is the head of the paid service in the city, municipal and town councils. A county clerk, similarly appointed by the PSC, is the chief officer in the county council.

The town clerk and the treasurer are supported by other officers depending on the size and responsibilities of the council.

#### **1.1.6 Powers And Responsibilities of Local Authorities**

Local Authorities in Kenya, KCC being one of them, are charged, within their jurisdiction, with the responsibility for providing services such as health, primary education, refuse collection, water and sanitation, fire protection services, planting trees, lighting of streets and to erect and maintain on any public place buildings for public purposes among others (Local Government Act Cap 265: 1998).

However, over the years the service delivery capacity of local authorities has deteriorated to the extent that even the most basic services are not always provided. Central government is forced to fill in the gaps in service delivery when it comes to water and health services for instance (UN-Habitat: 2002).

### 1.1.7 Local Authorities in Kirinyaga Central District

There are two local authorities in Kirinyaga Central District. These are as tabulated below.

**Table I.1:** Kirinyaga: Local Authorities, 2008

<b>Local Authorities</b>	<b>No. of Wards</b>
Kerugoya/Kutus Municipal Council	6
Kirinyaga County Council	24
<b>TOTAL</b>	<b>30</b>

**Source:** Electoral Commission, Kerugoya, 2008.

### **Kirinyaga County Council**

The County Council of Kirinyaga is one of the Local authorities in Central Province with Kerugoya as the headquarters. The Council covers the entire administration area of the larger Kirinyaga District, except the area administered by the Municipal Council of Kerugoya/Kutus and the Town council of Sagana – Kagio. However, lately the council has seen the creation of four new districts namely Kirinyaga South, Kirinyaga East, Kirinyaga Central and Kirinyaga West.

The Council area of jurisdiction falls within the rich Mt. Kenya region with most parts receiving adequate favorable weather conditions and its rich in agricultural products except in Mwea region.

This council covers an average of 1,450 square kilometers with an approximate population of 0.5 million as per the 1999 census (District Development plan: 2001).

Livestock farming and agriculture dominate the economic activities of the majority of the people in the region served by the council. Income is generated from the sale of the agricultural produce and livestock products and therefore labour, capital and land being the main factors of production are mobilized towards the production of crops or livestock. The major food crops are mainly maize, beans, rice, pigeon peas, cow peas and sorghum.

The KCC is host to the Mt. Kenya forest and Mwea national reserve whose tourism potential has not been fully exploited for the benefit of the council (KCC strategic Plan Review: 2009).

It is important to note that Kirinyaga County Council was carved from Embu African Development Council in 1963. The first Council was sworn in 30/09/63. In 1963, the population was 158,000, while in 2001, it was 0.5 Million. (KCC: 2001)

The objectives of the council were to provide a habitable environment, social welfare facilities, and improve road network for interior accessibility. It was also created so as to sustain balanced urban development as well as facilitate industrial and economic related development for the benefit of all residents of the district (KCC: 2001).

The Council has a work force of 237 employees made up of men and women. A good number of the employees are not educated beyond primary school level a weakness that continues to affect efficiency and effective delivery of services (KCC strategic Plan Review: 2009)

The council lacks an elaborate and effective planning mechanism and policies. More often than not planning is done as a condition for accessing LATF funds.

Strategic Planning, Performance Contracting guidelines, Revenue Enhancement Plans, Local Authority Service Delivery Action Plans, Annual Budgets and Estimates and Debt Resolutions Plans are some of the local authority planning practices (KCC strategic Plan Review: 2009).

However, due to financial constraints and political interference, the council has not effectively and fully realized the desired results (KCC strategic Plan Review: 2009)

The table 1.2 in the next page shows some of the objectives the council had set to achieve by 2008, but have not been fully achieved as per June 2009.

**Table 1.2:** Objectives and Strategies of KCC

<b>Objective</b>	<b>Strategy</b>	<b>Status as at June 2009</b>
Maintain Competent and skilled personnel	Provide capacity building of the civic leaders	Still a challenge
	Provide capacity building of the council staff	Still a challenge
Acquire and develop information technology	Identifying information technology requirements for the council	Red tape and bureaucracy still evident
Create a positive image of the council	Improving communication with the citizens	Still a challenge
To facilitate accessibility of education to all citizens in the County	Provide land for new schools and growth of existing ones	Still a challenge
To provide a conducive environment for commerce and industry	Improving the market centres and existing facilities	Still a challenge
	Ensure land is set aside for industrial development	Still a challenge
Environmental conservation	Plant trees	Still a challenge
	Develop policies on environmental matters	

**Source:** (KCC strategic Plan Review: 2009)

It can be noted from the table that some of objectives the council set to achieve by 2003 have not been achieved.

### **Kerugoya/Kutus Municipal Council**

The municipal council of Kerugoya/Kutus (KKC) was created in 1979 as an urban council having been hived from the greater county council of Kirinyaga(KCC). The urban Council having been sired by the County Council started operating in 1980 and was housed by the county Council at its headquarters until when it later moved out in 1985. The Council later moved its offices adjacent to the Kerugoya police station (KKM Strategic Plan 2007-2012: 2007).

In the year 1987, the council was elevated to the status of a town council and later in 1990 it was elevated to the status of a municipal council. At the time of inception the council was created with seven wards. Namely:

1. Kerugoya North East.
2. Kerugoya Central.
3. Kerugoya South East.
4. Nduini.
5. Kutus West
6. Kutus East; and
7. Kutus Central.

These wards were reduced to six in 2002. Presently the council has six councillors, 2 nominated and one public officer (KKM Strategic Plan 2007-2012: 2007).

The Council consists of two major towns: Kerugoya to the North and Kutus to the south. The KKM offices are situated in Kerugoya town, which is also the Kirinyaga Central District headquarters.

Adjacent to the Municipality are highly productive lands which enable cash crop farming mainly coffee and tea. The council covers an area of 46 square kilometers.

Kerugoya/Kutus Municipal council is divided into four committees, each headed by a committee chairman, and all councillors fall within these committees. These are:

1. Finance, Staff and General Purpose
2. Town Planning, Works and Housing.
3. Education and Social Services.
4. Public Health and Environment.

The Municipal Council undertakes among other responsibilities the management of solid and liquid waste within its jurisdiction. The services are provided in two main towns of Kerugoya and Kutus. There are two motor vehicles: a lorry and a tractor which provides the service. The tractor is used to pull the trailer and exhauster. Garbage collection is done daily in both towns.

The cleaning section has 20 personnel, which is not adequate. The council does not have a sewerage treatment works (KKM Strategic Plan 2007 – 2012: 2007).

Apart from the responsibilities indicated in the foregoing paragraph, the council is also mandated to carry out the following:

1. Increase accessibility to better education by providing bursaries to poor students.
2. Improve the standards of living.
3. Conserve the environment.
4. Coordinate development planning within its area of jurisdiction.
5. Handle all issues related to health and general environment.

The table 1.3 in the next page shows some of the objectives the council had set to achieve by 2008 and their status.

**Table 1.3:** Objectives and Strategies of KKM

<b>Objective</b>	<b>Strategy</b>	<b>Status</b>
Maintain Competent and skilled personnel	Provision of in-house training	Incomplete
	Job evaluation	Still pending
Improve the work environment	Construction of town hall	Yet to start
	Equip offices with modern fixtures	Yet to be done
Improve effectiveness and efficiency	Computerization of council processes in all departments	Available at clerk's office
Enhance disaster management	Establish a disaster response unit	Yet to be established
	Proper training of personnel in disaster management skills	No records of trainees
Improvement of the environment	Tree planting and beautification of town	No records
	Prohibit burying of bodies within village plots	No by-law enacted on same yet
	Have designated dumping site	Yet to be established
	Establish a sewerage treatment plant	Not done
Promotion of sports and cultural activities	Rehabilitation of stadiums	Yet to rehabilitate
	Organizing cultural festivals	Participated in some held in Machakos

**Source:** (KKM Annual Report: 2008)

It can be noted from table 1.3 that some of the objectives the council had set to achieve by 2008 have not been achieved.



## **1.2. STATEMENT OF THE PROBLEM**

Local Authorities developed or revised their strategic plans following the introduction of the performance contracting regime by the government in early 2005 that made it mandatory to have long term plans with clear missions, visions and strategic objectives (Guidelines for drafting performance contracts: 2005). Despite the effort in developing the strategic plans and subsequent actions taken to implement them, local authorities still have many objectives unmet. This is evidenced by the information in tables 1.2 and 1.3.

It is, therefore, against this background that this study intended to analyze the challenges facing the implementation of strategic management plans by the LAs in Kenya with special interest on LAs in Kirinyaga Central District.

## **1.3. RESEARCH OBJECTIVES**

The main objective of the study was to analyze the challenges facing the implementation of strategic management plans in the Local Authorities in Kenya. In so doing, the study sought:

- a) to assess the extent to which leadership traits affect implementation of strategic management plans in Local Authorities in Kirinyaga.
- b) to assess the extent to which organizational culture affect implementation of strategic management plans in Local Authorities in Kirinyaga.
- c) to assess the extent to which organizational structure affect implementation of strategic management plans in Local Authorities in Kirinyaga.
- d) to examine the extent to which employee training impacts on the implementation of the strategic management plans in LAs in Kirinyaga.

- e) to investigate the extent to which availability of resources affect implementation of the strategic management plans in LAs in Kirinyaga.
- f) to assess the contribution of technology in the implementation of strategic management plans in LAs in Kirinyaga.

#### **1.4. RESEARCH QUESTIONS**

This study sought to answer the following research questions

- a) How do leadership traits affect the implementation of strategic management plans in the LAs in Kirinyaga?
- b) What is the role of organizational culture in the implementation of strategic management plans in the LAs in Kirinyaga?
- c) To what extent has organizational structure contributed to the implementation of strategic management plans in the LAs in Kirinyaga?
- d) How has employee training affected the implementation of strategic management plans in the LAs in Kirinyaga?
- e) To what extent does availability of resources affect implementation of the strategic management plans in LAs in Kirinyaga?
- f) What is the value of technology in the implementation of the strategic management plans in LAs in Kirinyaga?

### **1.5. PURPOSE OF THE STUDY**

The purpose of this paper was to investigate these questions and report the findings regarding the challenges facing implementation of strategic management plans in Local Authorities. It aimed at successfully implementation of strategic management plans so as to provide and improve the quality of services offered to people.

### **1.6. SIGNIFICANCE OF THE STUDY**

Findings of the research has added to the knowledge and understanding of the subject of strategic management and its application by the LAs. This report is significant in the sense that it has:

- a) Exposed the challenges of the implementation of strategic management plans in LAs.
- b) Generated greater awareness among public organizations on the importance of having a proper and practical strategic management implementation framework as a vehicle to organizational effectiveness and success.

### **1.7. SCOPE OF THE STUDY**

The study analyzed the challenges facing the implementation of strategic management plans in Kirinyaga Central District local authorities. It focused on the councilors, from the thirty (30) wards, and 391 employees of these authorities.

## **CHAPTER TWO**

### **2.0. LITERATURE REVIEW**

#### **2.1. INTRODUCTION**

This chapter reviews literature on the strategic management process with emphasis on the implementation process. The chapter contains review of literature on strategy formulation process; strategy implementation; strategy control activities and factors influencing strategy implementation. It also presents gaps the study was to fill and the conceptual framework.

#### **2.2. STRATEGIC MANAGEMENT PROCESS**

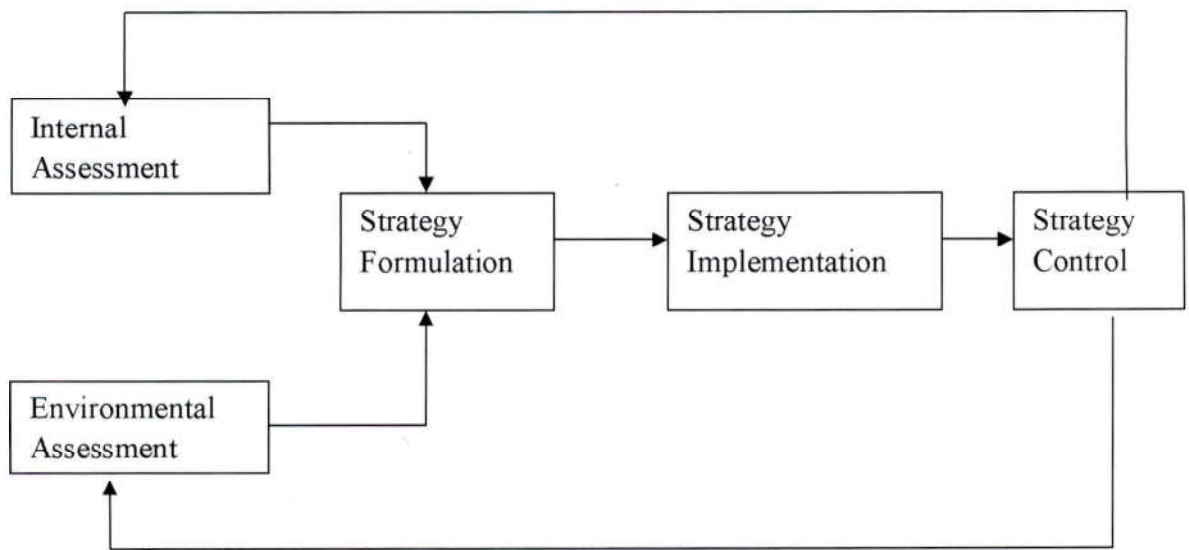
Strategic planning usually involves all departments of an enterprise's organization and is often a fundamental part of the strategic management process. Strategic planning often leads to major changes in the way the enterprise is managed and operated. This change is aimed at management excellence and an organization must exhibit such excellence in execution of strategy because, the results of the strategic planning can affect the well being or the failure of the enterprise in its industry (Thompson: 1997; Glueck et al: 1984 & 1988).

Steiner (1979) and Barry (1986), argue that strategic planning and management, regardless of why public and not profit organization engage in it, can help an organization achieve clarity of future direction; think strategically and develop effective strategies; establish priorities; deal effectively with rapid changing circumstances; build teamwork and expertise; and solve major organizational problems; and improve organizational performance.

Ansoff (1984) clarifies that the first step in the evolution of strategic management is known as strategic formulation, it began in 1950,s when firms started to invent a systematic approach in deciding on how and where the firms will do its future business. The process by which managers jointly formulated the strategy was known as strategic planning. The term strategic management was subsequently introduced to include environmental assessment and strategy implementation. Thus, strategic management is defined as being where strategic planning is coupled with strategy implementation.

Figure 2.1, below shows the five components of strategic management process.

**Figure 2.1:** The strategic Management Process



**Source:** Bateman and Zeithaml (1990)

Different organizations emphasize different parts of this process (Bateman and Zeithaml: 1990)

Internal assessment involves review of current strategy and internal resource analysis. While reviewing current strategy, decision makers identify current goals and strategies and determine

whether the organization is moving in the appropriate direction. The second step focuses on an analysis of the strengths and weaknesses of major functional areas within the organization. This analysis provides strategic decision makers with an inventory of the organization's skills and resources and its overall and functional performance levels.

According to Bateman (1990), environmental analysis begins with an examination of the industry followed by organizational stakeholders. Stakeholders include buyers, suppliers, competitors, government and regulatory agencies, unions and employee groups, the financial community and trade associations. This analysis provides a map of these stakeholders and the ways they influence the firm. Environmental analysis is cornerstone in the formulation of appropriate strategies for the future.

Strategy formulation begins with the summary of the major facts and forecasts derived from first stage. This leads to a series of statements that identify strategic issues confronting the organization. These issues may be opportunities, problems, or threats that require strategic action. Managers develop major strategic alternatives. These alternatives are then evaluated. From this process, a set of specific strategic recommendations, revised statement of the organization's mission, strategic goals, corporate strategy, business strategies and functional strategies emerge. Strategic decisions are normally taken with regard to the external environment as opposed to internal operating factors.

Markides (1999) also wanted to reexamine the nature of strategic planning itself. He describes strategy formation and implementation as an on-going, never-ending, integrated process requiring

continuous reassessment and reformation. Strategic management is planned and emergent, dynamic, and interactive.

According to Thompson and Strickland (1997), the strategy implementing function consists of seeing what it will take to make the strategy work and to reach the targeted performance schedule. The job of implementing strategy is primarily a hand- on close- to- the scene administrative task. This stage follows strategy formulation as shown in fig. 2.1.

Strategy must be supported by decisions regarding the appropriate organizational structure, technology, human resources, reward systems, information systems, organization culture, and leadership style. Strategy must fit the multiple factors responsible for its implementation. (Bateman and Zeithaml: 1990).

According to Steiner (1998) and Bateman et al (1990), evaluation and control is concerned with determining what the actual performance of the firm is and ensuring that it is consistent with organization roles, objectives and expected performance. This stage must allow the organization to take corrective actions when the plans have been implemented improperly. The features of this stage include measurable performance indicators related to the goals, information systems that processes data related to performance indicators, budgets and schedules that guide and evaluate the process of the work unit. This is the last stage in fig. 2.1.

However, Mintzberg (1988), tells us that no matter how well the organization plans its strategy, a different strategy may emerge. Starting with the intended or planned strategies, he related the strategies in the following manner:

1. Intended strategies that get realized; these may be called deliberate strategies
2. Intended strategies that do not get realized; these may be called unrealized strategies.
3. Realized strategies that were never intended; these may be called emergent strategies.

Recognizing the number of different ways that intended and realized strategies may differ underscores the importance of evaluation and control systems so that the firm can monitor its performance and take corrective action if the actual performance differs from the intended strategies and planned results.

Wechsler conducted a survey in 548 state agencies in the United States in 1995 to assess their experience in strategic planning and implementation. The survey discovered that a majority of the agencies (60%) currently use strategic planning and management in their organizations. It was also found that leadership in the individual agency is the main factor (88%) for state agencies to initiate strategic planning in their organization, while almost all respondents chose 'desire to set program and policy direction' as the most important objective of strategic planning and management. It was also agreed almost unanimously that 'clarification of direction and goals' is the most important outcome that strategic management help achieve in their agency.

In the United Kingdom, a survey by Flynn, Talbot and Colin (1996) of over 600 UK public service senior managers in 1994 identified the element of competition as a main driving force for local governments to revisit their existing service delivery system. It was discovered that competition generates the need for a new strategic thinking, strategy formulation and implementation. However,



it was also revealed that the undertaking of strategic planning in most local governments is normally by state governments.

In a recent research on an analysis of challenges of implementation of the strategic management plan in Nairobi City Water and Sewerage Company, Mogaka (2008) found, using a sample of 100 workers that 65% of the respondents agreed that resources provided for strategy implementation are inadequate. The research concluded that the organization would provide adequate resources such as skilled labour so as to help successful implementation of the strategic management plan. 58% of the respondents confirmed that politicians are members of the executive while 37% said their influence is felt in the recruitment process of employees. The effects of such process in strategy implementation are negative. In the same research, 57% of the respondents said that staff changes affect the implementation process of the plan, while 54% of the respondents agreed that involving the workers in the planning process would allow successful implementation of the plan.

### **2.3. FACTORS THAT INFLUENCE THE IMPLEMENTATION OF STRATEGIC MANAGEMENT PLANS**

Factors that influence the successful implementation of strategic management from internal organization's point of view relate quite closely with the generic organization development model suggested by management experts such as Mc Kinsey, de Bono, Ishikawa – to mention a few.

Summary of factors contributing to organization's excellence are as follows:

- i) Ansoff(1965) and Bryson (1989) argue that leadership is the main driver of organization's change and that leadership will lead the direction, influence and motivate the behavior of personnel to channel their efforts into the desired direction.

- ii) Identification of the right attitudes and behaviour of the people is essential towards achieving strategy and objectives (Hamel & Prahalad: 1994)
- iii) Ability to perform and operate effectively relies heavily on superior work systems and process (Kroll: 1992). Success is attained if a company is effective and efficient in maintaining the firm – environment cycle and therefore produces products to society at a price enough to cover costs and earn acceptable returns. To survive and be successful companies should develop and implement good strategies to enable them effectively and efficiently maintain the cycle.
- iv) An organization structure (OS) must be aligned to put the strategy into effect. OS will cover responsibility and authority; job definition and description; and line of command (Kroll:1992)
- v) According to Hamel & Prahalad (1994) and Bryson (1989), human resource is the ultimate resource. Thus a strong organization must be supported by an effective HR management. Organizations successful at strategy implementation consider the human resource factor in making strategies happen. Further, they realize that the human resource issue is really a two part story. First, consideration of human resources requires that management think about the organization's communication needs. That they articulate the strategies so that those charged with developing the corresponding action steps fully understand the strategy they are to implement. Second, managers successful at implementation are aware of the effects each new strategy will have on their human resource needs.
- vi) According to Ansoff(1984), Hamel & Prahalad (1994), technology is key in coping with dynamic competitive situation. Technological environment refers to the state of scientific knowledge, skills and techniques, production processes, tools and equipments and support systems available in an organization. Business operations such as production, research and development, and marketing are all affected by the type and level of technology. All organizations and particularly those in service industry must

strive for an understanding of both the existing technological advances and the probable future advances that can affect their products and services. This can enable a firm to develop counteractive strategies to respond to technological changes and maximization of opportunities created by technological changes.

#### **2.4. GAPS TO BE FILLED BY THE STUDY.**

It can be observed that many studies have assessed the challenges of implementing strategic management plans. Mogaka (2008) attempted to investigate some of these challenges. The researcher captured challenges such as organization change, political influence, availability of resources and training. It can be noted that leadership traits, technology and organizational culture were missing. This study has extended Mogaka's and captured more challenges such as technology, organization culture, organization structure and leadership traits.

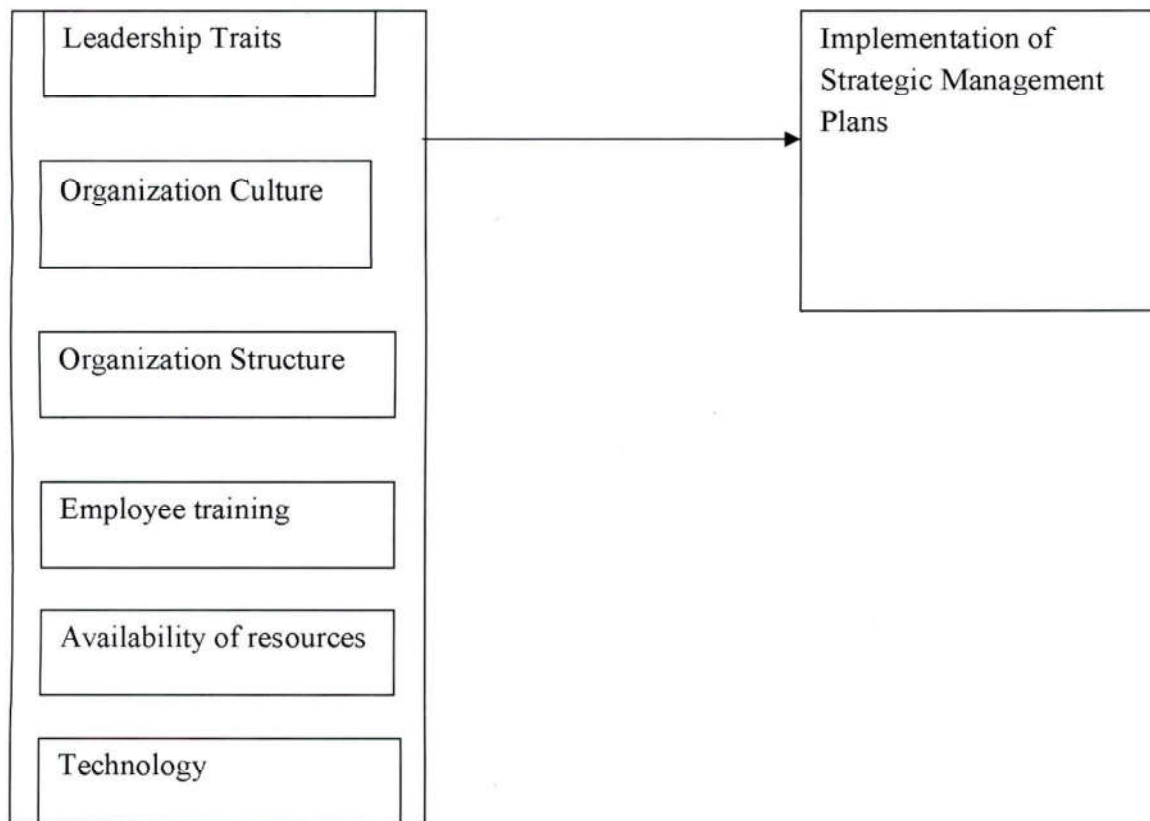
#### **2.5. CONCEPTUAL FRAMEWORK OF THE STUDY**

The main objective of the study was to analyze the challenges facing the implementation of strategic management plans that suite the environment of the LAs in Kenya.

The research adopted the conceptual framework illustrated in the fig 2.2 shown in the next page. The dependent variables identified are leadership traits, organization culture and structure, employee training, availability of resources and technology shall be studied to identify their significance to achieving successful strategy implementation in the local authorities identified.

The conceptual framework of the study is depicted by the diagram below:

**Figure 2.2:** The conceptual Framework



**INDEPENDENT VARIABLES**

**DEPENDENT VARIABLE**

**Source:** Author (2009)

The relationship and interaction between the independent and dependent variables can be described as follows.

Leadership traits related to ability to organize, design long term plans, forecast on incoming issues and locus of control in an organization and will influence how strategies are implemented. Successful implementation of strategy require possession and practice of these traits at any point were a task is done. People must be inspired at all levels in order to achieve set objectives.

Organization culture is about team work and commitment of the personnel in the organization. Personnel that desire to work as team will influence the extent of implementation of strategies. The teams complete tasks at their best.

Clarity of line of authority, duties, responsibilities, interdependence communication and resource availability influence how programs are implemented. These factors can slow down the implementation of the strategic plan if they are not clearly defined or made available in the organization structure.

Technological environment refers to the state of scientific knowledge, skills and techniques, production processes, tools and equipments and support systems available in an organization. This will positively influence the implementation of strategic plan if embraced in the organization system. It will improve the quality of service offered by organization.

## **CHAPTER THREE**

### **3.0. RESEARCH METHODOLOGY**

#### **3.1. INTRODUCTION**

This chapter presents the research design and methodology that was used in gathering information. This is done in terms of introduction, research design, study population, the sample, data collection instruments and analysis.

#### **3.2. RESEARCH DESIGN**

The study was based on descriptive research design. According to Mugenda and Mugenda (2003) a descriptive research determines and reports the way things are and attempts to describe such things as possible behaviour, attitudes, values and characteristics. Schindler (2003) says that descriptive studies are structured with clearly stated hypothesis or investigative questions. Descriptive studies serve a variety of research objectives including description of phenomena or characteristics associated with subject population, estimate of proportion of population that have similar characteristics associated and discovery of association among different variables.

Descriptive research design was chosen in this study because the researcher aimed at identifying the prevalence of factors in successful strategy implementation in the population and to establish any relationship between the factors identified.

#### **3.3. TARGET POPULATION**

Kenya has 175 local authorities including 67 county councils, 43 municipal councils, 62 town councils, and 3 city councils. (Performance Evaluation Report: 2007). The research targeted the local authorities in Kirinyaga Central.

The sample frame was the list of staff and councillors of the two Local Authorities in Kirinyaga Central District. The sample frame with a target population of 391 staff and councillors, 130 at the Kerugoya/Kutus Municipality and 261 at Kirinyaga County Council was stratified as indicated in the table below:

**Table 3.1:** Target Population

Category	Kerugoya/Kutus Municipal Council	Kirinyaga County Council	Number in Category	% of Total Population
Councillors	6	24	30	8
Management	6	8	14	4
Middle Management/Supervisors	26	19	45	11
Others	92	210	302	77
Total	130	261	391	100

**Source:** Author (2009)

### 3.4. SAMPLING STRATEGY

All categories of staff and councillors were sampled. The study employed both stratified and simple random sampling. Stratified random sampling was suitable in this case because the population could be divided into different strata or sub groups. The aim of stratified sampling was to achieve an even representation of the subgroups of the population in the selected sample (Mugenda & Mugenda: 2003). In this report, the population was stratified into councillors, management, middle management and other staff (who include subordinate staff).

Simple random sampling was applied strata by strata by selecting the first member of the group. Without replacement, the next respondent was selected until the desired sample size was obtained. The researcher targeted 20% of the population and got 17 % of the total population. In descriptive study 10% of accessible population is enough (Mugenda & Mugenda: 2003). The sample frame, therefore, was as shown in the table below:

**Table 3.2:** Sample Design

Category	Number in Category			Proportion of Population	Sample Size		
	KK	KCC	Total		KK	KCC	Total
Councillors	6	24	30	20%	1	5	6
Management	6	8	14	20%	1	2	3
Middle Management/Supervisors	26	19	45	20%	5	4	9
Others	92	210	302	20%	18	42	60
Total	130	261	391	20%	26	52	78

**Source:** Author (2009)

### 3.5. DATA COLLECTION

The researcher carried out a pilot study of a selected sample to test the validity of the questionnaire. The purpose was to remove any irrelevant question items and focus the questionnaire so that the right information could be obtained. After the pilot study, the researcher proceeded to collect data using closed and open ended questionnaires. These questionnaires were administered by self to the respondents on a drop and collect later basis. In addition, interviews were also conducted.



Secondary data was obtained from relevant Parliament Acts, relevant research and seminar papers, annual reports, statistical abstract, magazines and newspapers.

### **3.6. DEFINITION AND MEASUREMENT OF VARIABLES**

Data on independent variables identified in the conceptual framework was collected in the following dimensions.

#### **Leadership Traits**

##### *Degree of ability*

It refers to ability to organize, supervise and deal with issues. This variable is adopted from Jameson and Soule (1991). Likert Scale of Measurement was used.

##### *Degree of Visionary*

It refers to ability to redefine the purpose of organization and embody new purposes into structure and systems; ability to design long-term plan and ability to forecast incoming issues. This variable is adopted from Bryson J.M (1988). Likert Scale of Measurement and open and closed ended questions were used to measure this variable.

##### *Locus of Control*

Locus of Control refers to the extent to which individuals believe that they can control events affecting them. Individuals who have a high internal locus of control or referred to as 'internals', believe that the events in their lives are primarily the result of their own behaviour and actions.

Individuals who have a high external locus of control or referred to as 'external', on the other hand believe that the events in their lives and organizations are primarily determined by chance, fate or other people. This variable is adopted from Julian Rotter (1966) and Burger J.M. (1986). Likert Scale of Measurement and open and closed ended questions were used to measure this variable.

### **Organization Culture**

#### *Level of Team work.*

Refers to desirability of the personnel to work in a group accomplishing a given task or assignment.

Likert Scale of Measurement and closed ended questions were used.

#### *Level of Commitment,*

Refers to willingness among the personnel to complete the task at their best and having sense of pride for achieving an organizational task.

Likert Scale of Measurement and closed ended questions was used.

### **Organization Structure**

#### *Degree of Authority.*

Refers to clarity of line of authority from top management to the lowest level; clarity of duties, responsibilities and authorities of each role in the organization and degree to which authority is delegated; Degree of structural flexibility in terms of adopting changes. Adopted from Fayol's fundamental management functions. Likert Scale of Measurement was used.

### *Extent of Coordination.*

Refers to level of interdependence in work situations. How programs and tasks are coordinated and what are the tools or mechanisms used to coordinate. Adopted from Fayol's fundamental management functions. Likert Scale of Measurement was used.

### *Level of Communication*

Refers to the existence of a strictly upward, downward and multidimensional communication as opposed to a little two-way communication. Also refers to level of participation of personnel in organization communication. Adopted from Likerts' Model of Organization Design. Likert Scale of Measurement and open ended questions of was used.

### **Employee Training**

It refers to needs assessment of the organization in terms of skills required and provision of necessary capacity building seminars and workshops. The assessment done will affect the recruitment policy and/or training programs. This variable was measured using structured and open ended questions.

### **Availability of Resources**

Availability of resources refers to both personnel and financial allocations to implementing components in the organization. The finances set aside for the implementation of strategic plan will influence the extent of implementation. Likert scale of measurement, open and closed ended questions was used to measure this variable.

### **Technology**

Technological environment refers to the state of scientific knowledge, skills and techniques, production processes, tools and equipment and support systems available in an organization. Likert scale of measurement, open and closed ended questions was used to measure this variable.

### **Dependent variables**

The implementation of strategic management plans will comprise of established direction and mission; implementation task and skills; usage of information technology at all levels; and control and feedback mechanism. Open and closed ended questions shall be used to measure these variables.

### **3.7. DATA ANALYSIS**

The data collected was coded, edited and tabulated in frequency distribution tables and means, percentages and ratios calculated. Descriptive analysis methods were employed with the help of Statistical Packages for Social Sciences (SPSS).

Standard deviation was calculated for some items in the questionnaires to test the consistency of replies. The results of the analysis are presented in chapter 4 using a combination of narrative and diagrammatic presentations.

## CHAPTER FOUR

### 4.0 FINDINGS AND DISCUSSION OF RESULTS

#### 4.1 INTRODUCTION

This chapter reports the major findings of the study which were collected using questionnaires that targeted council staff and councillors. The responses have been presented in the form of frequency distribution tables, percentages, figures and description. This has been used to infer into the challenges facing the implementation of strategic management plans by the LAs in Kirinyaga Central District.

#### 4.2 INSTRUMENT RETURN RATE

The researcher issued out 78 questionnaires to the respondents of which 66 were returned. The break down of the responses was as tabulated in table 4.1 below. The total response rate is 85%.

**Table 4.1: Response Rate**

Category	Frequency	% of sample
Management/Supervisors	9	12
Other Staff ( Support Staff)	51	65
Councillors	6	8
Total	66	85

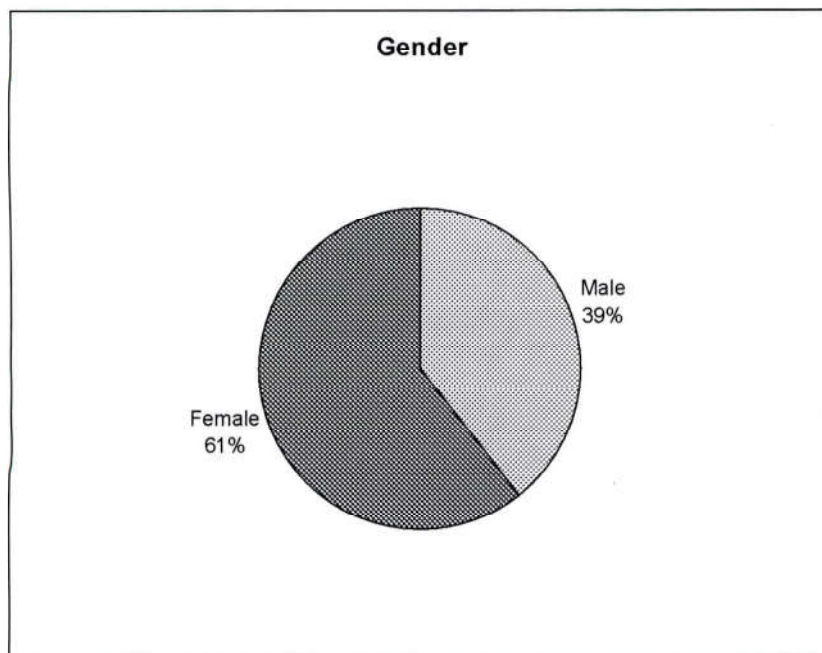
**Source:** Research Data (2009)



### 4.3 CHARACTERISTICS OF THE SAMPLE

The analysis of demographic data indicated that of the 66 respondents 61% were female and 39% were male. This has been represented in fig. 4.1 in the next page

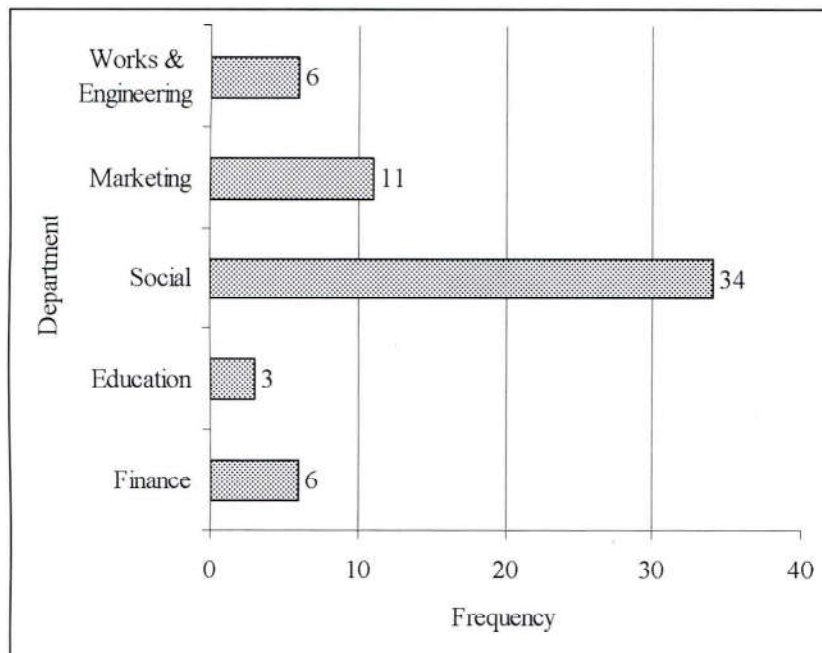
**Fig. 4.1: Distribution of respondents by gender**



**Source:** Research Data (2009)

In reference to figure 4.1 above, the respondents were distributed in various departments as shown in figure 4.2 in the next page.

**Fig. 4.2: Distribution of Staff Respondents by Department**



**Source:** Research Data (2009)

Majority of the respondents represented by 57% of the 60 staff respondents, were from the social department as shown in figure 4.2 above. Marketing was represented by 18%, Works and Engineering by 10% while education and finance were represented by 5% and 10% respectively.

As regards to the years in employment with the council, 60% of the respondents had been in employment for a period of over 10 years while those in employment for a period of 5 – 10 years was represented by 32%. Table 4.2 in the next page shows the respondents' period in employment.

**Table 4.2: Period in employment of the respondents.**

period in employment		Frequency	Percentage	Cumulative Percent
All staff	less than 5years	5	8	
	5 -10 years	19	32	8
	over 10 years	36	60	40
	Total	60	100	100

**Source:** Research Data (2009)

As indicated on table 4.2 above, 82% of the staff had been employment through interviews. This is shown in table 4.3 below.

**Table 4.3: Mode of employment**

Mode of Employment	Frequency	Percentage	Cumulative Percent
Interviews	49	82	82
Appointment	11	18	100
Total	60	100	

**Source:** Research Data (2009)

Majority of the councillors in the sample had served for 2 terms. Councillors who had served first term were 16.7% of the sample while those who had served third term were 33.3% of the sample. This data is shown in table 4.4 in the next page.



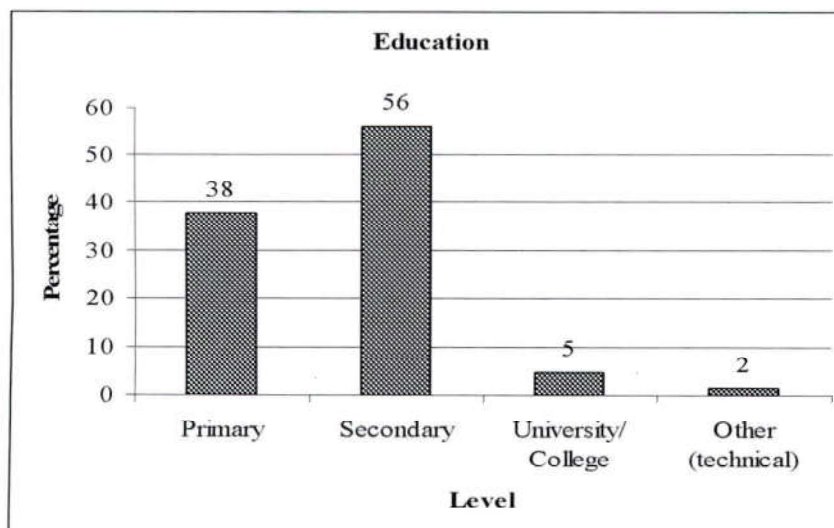
**Table 4.4: Term in service of council by councillors**

Councillors term in service	Frequency	Percentage	Cumulative Percent
First term	1	16.7	
Second term	3	50.0	16.7
Third term	2	33.3	66.7
Total	6	100.0	100.0

**Source:** Research Data (2009)

Tables 4.3 and 4.4, suggest that 56% of the respondents had attained secondary school education, while 38% and 5% represented primary and college level of education. A negligible 2% represented the technical certificate level of education. Figure 4.5 below shows this information.

**Fig. 4.3: Distribution of respondents by level of education attained**



**Source:** Research Data (2009)

#### 4.4 LEADERSHIP TRAITS AND IMPLEMENTATION OF STRATEGIC PLANS

The study sought to find out from the subordinate staff on who inspires them most. 41.2% of the 51 respondents indicated that heads of department inspire them most while the clerks' office and immediate supervisors tallied at 29.4%. This is data is tabulated in table 4.5. below.

**Table 4.5: persons who inspire the subordinate staff most**

<b>Office</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>	<b>Cumulative Percent</b>
Clerks Office	15	29.4	29.4	29.4
Head of Department	21	41.2	41.2	70.6
Immediate Supervisor	15	29.4	29.4	100.0
Total	51	100.0	100.0	

**Source:** Research Data (2009)

Table 4.6 in the next page shows the assessment, on a scale of 1 – 4, where 1=Very High; 2= High; 3 = Low and 4 =Very low, of council leadership in the implementation of strategic plans of their councils. The overall mean is about 2.2, which is high.

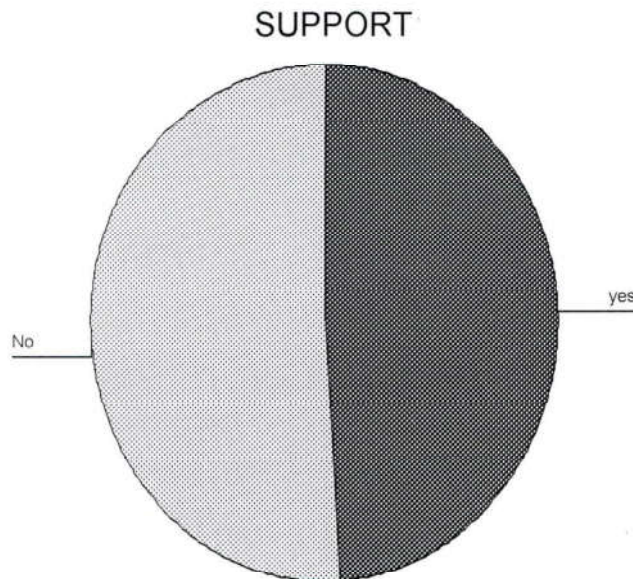
**Table 4.6: Assessment of leadership**

Statement	Mean	Std. Deviation
Ability to organize, supervise and deal with issues (n = 51)	1.9412	.81023
Ability to redefine the purpose of organization and embody new purpose into structure and systems(n = 51)	2.2941	.75615
Ability to design long-term plan(n = 51)	2.2941	.75615
Ability to forecast incoming issues(n = 51)	2.3529	.68771

**Source:** Research Data (2009)

As regards support from leaders, 51% of the 51 respondents said that leadership is no supportive, while 49% agreed that there is support from leaders. Fig. 4.4 below shows the responses.

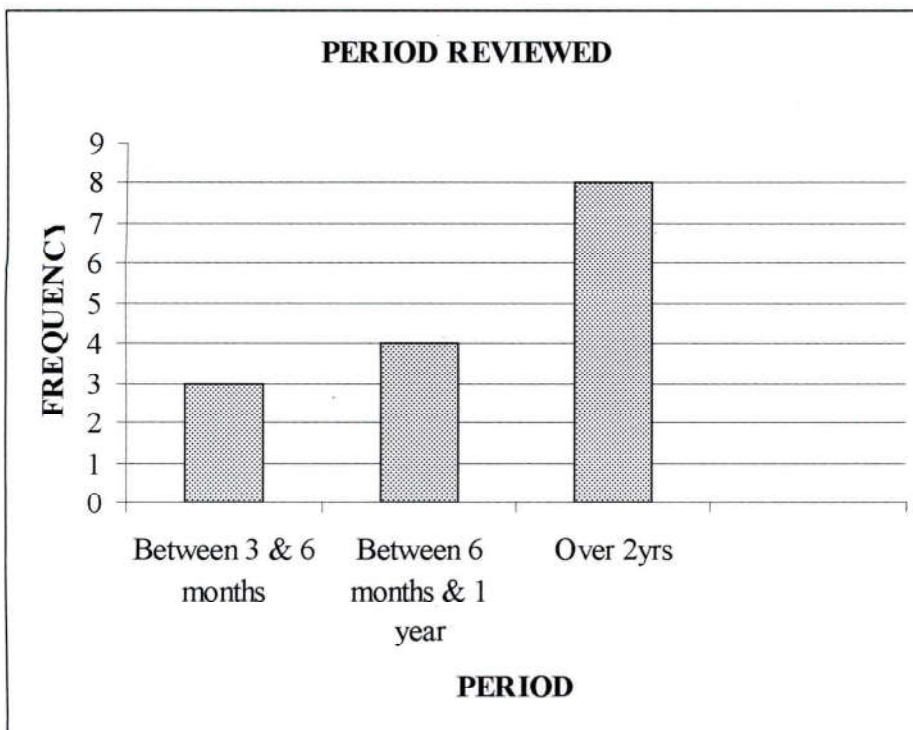
**Fig. 4.4 Whether leadership is supportive.**



**Source:** Research Data (2009)

The study also sought to find out whether the council had a mission and vision statement. They unanimously agreed that the council has formulated mission and vision statements. On when it was last reviewed, 53% of the respondents pointed out that it was over 2 years ago, while 27% and 20% represented a review of between 6 – 1 year and 3 – 6 months respectively. It was also noted by 93% of the respondents that the council had formulated long term strategic objectives. Fig. 4.5, below illustrates the responses on period of review.

**Fig. 4.5 below shows the responses.**



**Source:** Research Data (2009)

#### 4.5 ORGANIZATION CULTURE AND IMPLEMENTATION OF STRATEGIC PLANS

The researcher endeavored to find out from the respondents their assessment of organization culture on the implementation of strategic plans in Kirinyaga Central district. This was to be done on a scale of 1 – 4, where 1=Very High; 2= High; 3 = Low and 4 =Very low. Table 4.7 below shows the results of this assessment.

**Table 4.7 Organizational culture assessment**

Statement	Mean	Std. Deviation	Variance
The desire to work as a team or in a group when assigned a task (n= 66)	2.1515	.68483	.469
Commitment to complete task (n= 66)	2.0152	.75432	.569
Pride for achieving council task (n= 66)	1.9545	.71105	.506

**Source:** Research Data (2009)

The mean score is 2, from table 4.7 above, which means that the respondents were positive on the culture of the organization. As regards the elements in table 4.7, 64% of the respondents agreed that teamwork among employees and councillors was the main positive contributor to implementation of strategic plans.

#### 4.6 ORGANIZATION STRUCTURE AND IMPLEMENTATION OF STRATEGIC PLANS

The respondents were asked to identify the implementers of strategic plans in their organization. A majority of 44% of the sample, indicated that top management are the

implementers while 22.2% said the subordinate are and 33.3% said middle level management are the implementers. These results are shown in table 4.8.

**Table 4.8: Who implements strategic management plans**

	Frequency	Percentage
Top Management	4	44.4
Middle Management	3	33.3
Lower Management	2	22.2
Total	9	100

**Source:** Research Data (2009)

In table 4.8 above, the respondents mainly from subordinate staff were asked to say whether there is delegation of duties by their seniors. The results which are shown in fig. 4.6, points out that 64.7% agreed that duties are frequently delegated while 23.5% and 11.8% said that duties were very frequently and rarely delegated respectively.

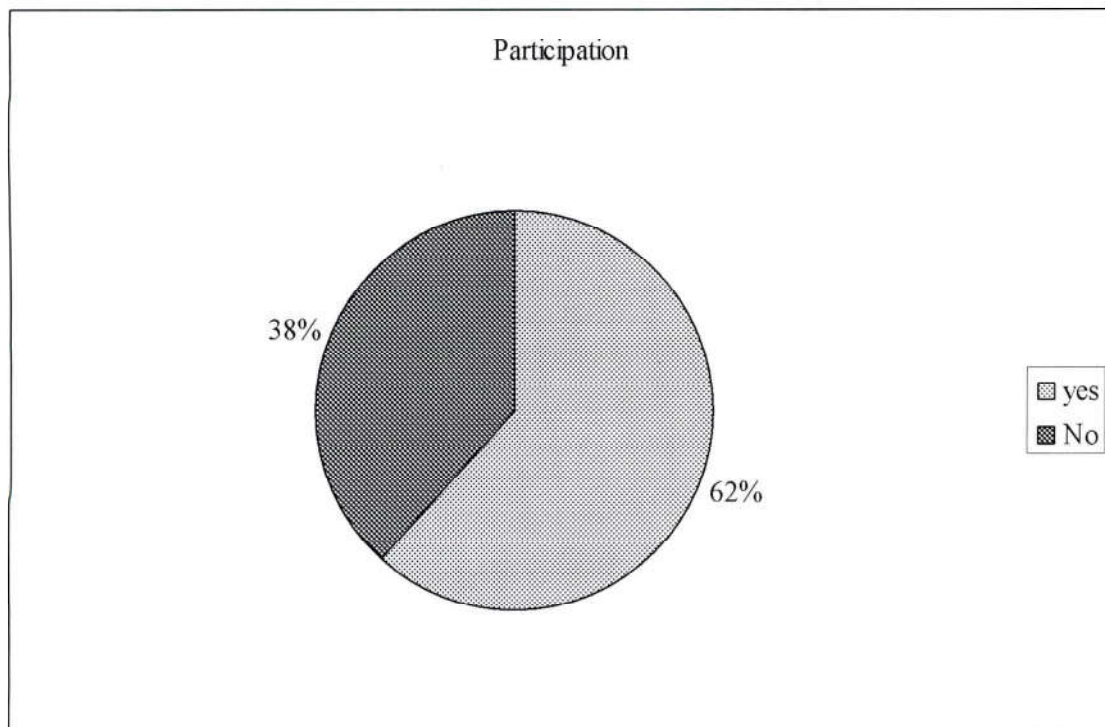
**Table 4.6: Delegation of duties**

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Very frequently	12	23.5	23.5	23.5
	Frequently	33	64.7	64.7	88.2
	Rarely	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

**Source:** Research Data (2009)

As regards, whether those officers whose work might be affected significantly by strategic management plans participate in the planning process, 62% said yes while 38% said no. These results are shown in fig. 4.6 in the next page

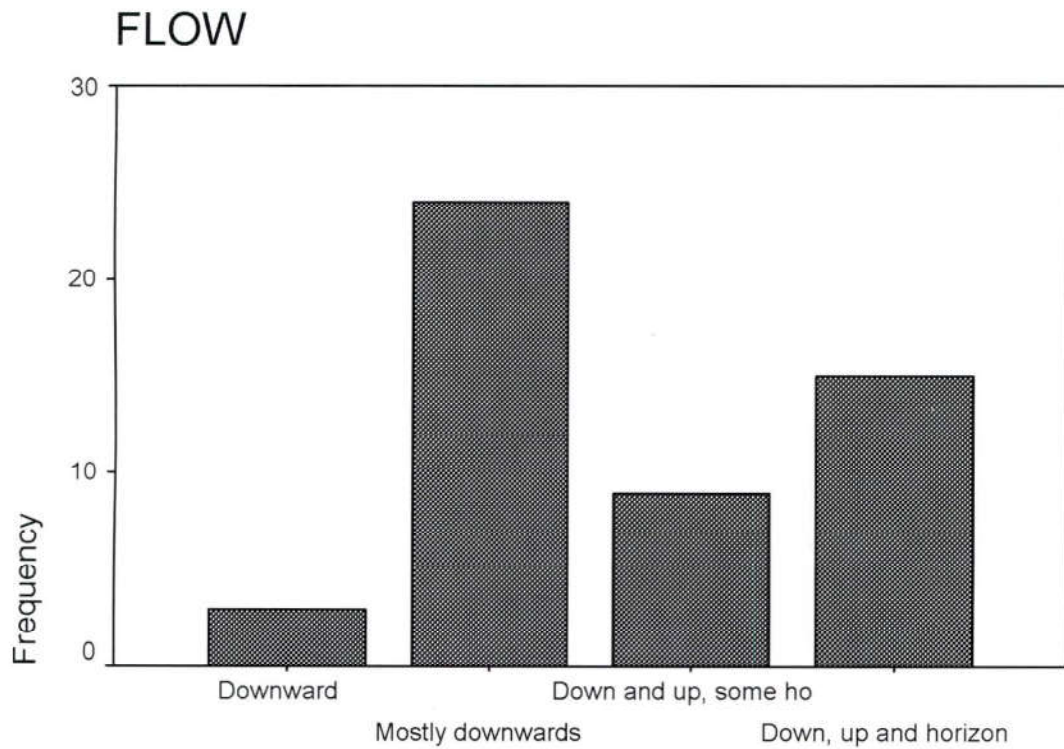
**Fig. 4.6: Participation in the planning process.**



**Source:** Research Data (2009)

The researcher also sought find out usual direction of communication in the council. The respondents' results are as shown in figure 4.7 below. It can be deduced from the figure that 47% of the 51 respondents the questionnaire targeted, said that communication was mostly downwards, while 5.9%, 17.6% and 29.4% indicated that it was downward, down and up, some horizontal and down, up and horizontal respectively.

**Fig. 4.7: Direction of communication flow.**



FLOW

**Source:** Research Data (2009)

It can be inferred from fig. 4.7; above that communication has an impact in the implementation of strategic management plans.

#### **4.7 EMPLOYEE TRAINING AND IMPLEMENTATION OF STRATEGIC PLANS**

The researcher further sought to find out if the council had formulated an employee training policy. A majority of 73% of the respondents mainly from management category on the question said yes while 23% said no. This is tabulated in the next page, on table 4.7.



**Table 4.7: Employee training policy**

Yes	11	73
No	4	23
<b>Total</b>	<b>15</b>	

**Source:** Research Data (2009)

In reference to table 4.7, on whether this policy is linked to the strategic plan, 53% of the respondents said yes, while 33% said no and the rest did not know the answer. This is tabulated below.

**Table 4.8: Whether linked to strategic plan**

	Frequency	Percent
Yes	8	53
No	5	33
did not answer	2	13
<b>Total</b>	<b>15</b>	<b>100</b>

**Source:** Research Data (2009)

In regard to table 4.7 and 4.8, the management was asked to rate the competencies of staff in implementing strategic management plans. The researcher observed that 56% of the respondents said that staff has adequate skills; while 13% and 22% said the skills were very adequate and inadequate respectively. This is shown in table 4.9 below.

**Table 4.9: Competencies of staff**

	Frequency	Percent
Very adequate	2	13
Adequate	9	56
Inadequate	4	22
Total	15	100

**Source:** Research Data (2009)

As regards table 4.9 above, table 4.10 below indicates the response from subordinate staff on whether there are some skills which they urgently require in order to implement strategic management plans effectively. From the table 94% said yes, while 6% said no.

**Table 4.10: Whether there are skills urgently needed to enable implementation of plans**

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid yes	48	94.1	94.1	94.1
No	3	5.9	5.9	100.0
Total	51	100.0	100.0	

**Source:** Research Data (2009)

In reference to table 4.7 above, subordinate staff were asked whether they have undergone any training necessary for the implementation of strategic plans. Majority of 71% said yes, while

29% said no. This is as shown in table 4.11 below.

**Table 4.11: Whether subordinate have undergone any training**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	36	70.6	70.6	70.6
	No	15	29.4	29.4	100.0
	Total	51	100.0	100.0	

**Source:** Research Data (2009)

#### **4.8 AVAILABILITY OF RESOURCES AND IMPLEMENTATION OF STRATEGIC PLANS**

In the study endeavored to establish whether availability of resources affected implementation of the strategic management plans, the respondents were asked to assess their councils on a scale of 1 – 4, where 1=Very High; 2= High; 3 = Low and 4 =Very low. The mean standard deviation and variance of results were calculated and tabulated in table 4.12 in the next page.

**Table 4.12: Availability of resources**

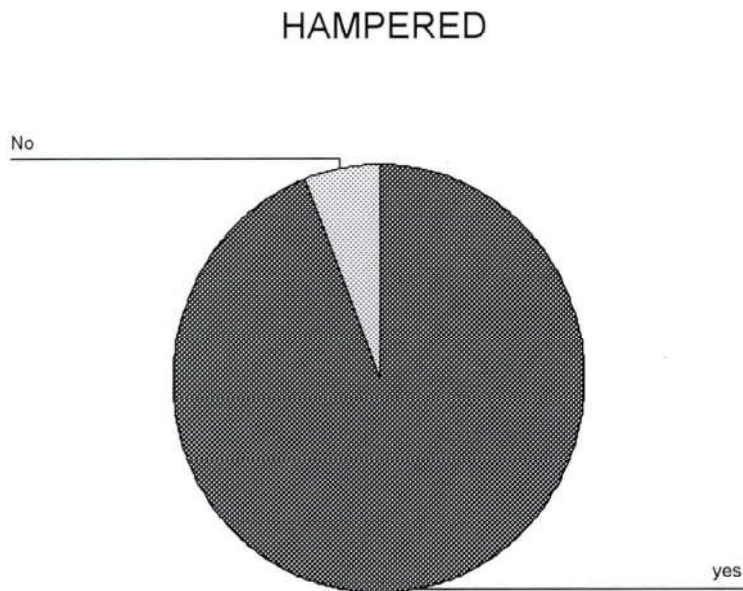
<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
Financial capacity to implement strategies	2.7424	.75060	.563
Commitment to providing financial resources to support the implementation of strategic initiatives or plans.	2.7273	.69161	.478
The performance of your Council as it relates to the delivery of support to strategic plans. (as opposed to “talking the talk”)	2.8030	.80803	.653
The capacity of the staff to meet new challenges in implementing strategic plans	2.9020	0.80635	.642

**Source:** Research Data (2009)

The average mean of the items is 3.0, which shows that the resources were rated averagely as low.

Figure 4.8 in the next page shows the responses given on whether the council resources have hampered the implementation of strategic management plans. From this figure 94% said yes while 6% said.

**Fig. 4.8: Asked on whether resources have hampered implementation of plans**



**Source:** Research Data (2009)

#### **4.9 TECHNOLOGY AND STRATEGIC PLAN IMPLEMENTATION**

The study further sought to assess the contribution of technology in the implementation of strategic management plans. In this respect, the respondents were asked whether services in their organization are computerized. Majority 53% said no, while 47% said yes.

**Table 4.13: Whether services are computerized.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	24	47.1	47.1	47.1
	No	27	52.9	52.9	100.0
	Total	51	100.0	100.0	

From to table 4.13 above, the respondents were asked whether the council has provided funds for investment in technology. 60% of respondents said no while 40% said yes. This data is shown in table 4.14 below.

**Table 4.14: Investment in technology**

	Frequency	Percent
Yes	6	40
No	9	60
Total	15	100

**Source:** Research Data (2009)

The study also endeavored to find out from the respondents to rate the council on use of technology in implementing strategic management plans. This was to be done on a scale of 1 – 4, where 1=Very High; 2= High; 3 = Low and 4 =Very low. Table 4.15 in the next page shows the results of this assessment.

**Table 4.15: Rating of council in technology**

Statement	Mean	Std. Deviation	Variance
Capability of staff in information technology (n = 66)	2.8636	.62969	.397
Council in terms of internet capability	3.0606	.60457	.366
Adoption of new technologies in service provision (n = 66)	2.9697	.63172	.399
Provision of modern tools and machines (n = 66)	3.0152	.66777	.446

**Source:** Research Data (2009)

As shown in table 4.15, the mean is 3.0, implying that majority of the respondents rated the council low in terms of technology.

#### **4.10 SUCCESSFUL IMPLEMENTATION OF STRATEGIC PLANS**

The study sought to establish if strategic plans in the targeted local authorities were successfully implemented. Respondents were asked in an interview leading and open ended question and they responded as follows.

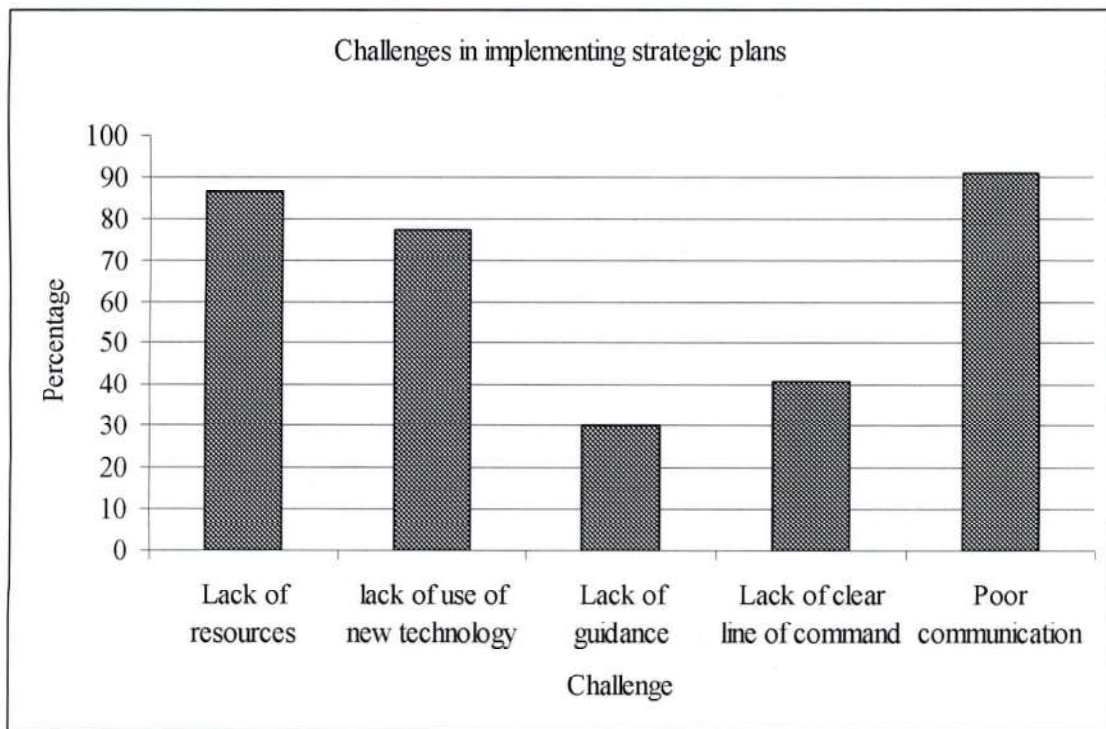
**Table 4.16: Successful implementation of strategic plans**

	Frequency	Percent
Yes	4	27
No	11	73
Total	15	100

**Source:** Research Data (2009)

The researcher also interviewed the respondents on challenges the council could be facing in implementing strategic management plans. The results are shown in figure 4.9 below.

**Fig. 4.9: Challenges in implementing strategic management plans.**



**Source:** Research Data (2009)

From figure 4.9 above, majority of the respondents 86% said poor communication was the main challenge in implementing strategic management plans, while 86%, 77% 41% and 30% of the respondents said lack of resources, lack of use of new technology lack of guidance and lack of clear lines of command respectively contributed to poor implementation.



## **CHAPTER FIVE**

### **CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS**

#### **5.0. INTRODUCTION**

This chapter summarizes the research findings, the conclusion drawn and the researcher's recommendation to management of the target local authorities and other stakeholders.

#### **5.1. CONCLUSIONS**

##### **5.1.1. LEADERSHIP TRAITS IMPLEMENTATION OF STRATEGIC PLANS**

The study aimed at assessing the extent to which leadership traits affect implementation of strategic management plans in Kirinyaga Central Local Authorities, in which the study identified a number of traits that could contribute to implementation of strategic management plans. Majority of the respondents indicated that employees were inspired. On other leadership traits a mean of 2.2 was established. This on the scale used indicate that employees rated their council highly on leadership traits. 93% of the respondents said leaders had generated objectives and they respondents were unanimous in their leaders being visionary. Whether leadership is supportive, 51% said it is.

Therefore, leadership traits do not contribute to poor implementation of strategic management plans.

##### **5.1.2. ORGANIZATION CULTURE AND IMPLEMENTATION OF STRATEGIC PLANS**

The researcher also aimed at assessing the extent to which organizational culture affect implementation of strategic management plans. The respondents assessed the council on teamwork, commitment and pride in completing organizational task and gave a mean score is 2 on a scale of 1 – 4, where 1=Very High; 2= High; 3 = Low and 4 =Very low. This

meant that teamwork, commitment and pride amongst staff and councillors were not the main reason for poor implementation of strategic plans.

Therefore, the elements used to investigate on contribution of organization culture on poor implementation of strategic management plans are in place. Implying that poor implementation is not as a result of organizational culture.

### **5.1.3. ORGANIZATION STRUCTURE AND IMPLEMENTATION OF STRATEGIC PLANS**

Respondents were first asked to identify who the implementers of strategic plans are. A majority of 44% indicated management. On delegation of duties, most of the respondents (64.7%) indicated that there is frequent delegation. 62% indicated that officers are involved in the planning process. On direction of communication flow 47% of the respondents said it is downward and a significant 29% showed that it is downward, up and horizontal.

Therefore, there is no problem with the organization structure of the target local authorities. Since the implementers from the research are the managers who frequently delegate and involve officers in the planning.

### **5.1.4. AVAILABILITY OF RESOURCES AND IMPLEMENTATION OF STRATEGIC PLANS**

In the researcher's endeavor to establish whether availability of resources affected implementation of the strategic management plans, the respondents assessed the organization on a scale of 1 – 4, where 1=Very High; 2= High; 3 = Low and 4 =Very low and gave a mean of 3. This means that the council's financial capacity, commitment to

providing funds, performance and capacity of staff to implement strategic management plans is low.

Therefore, availability of resources could be contributing to poor implementation of strategic management plans. Further more, 94% of the respondents agreed that lack of resources is the main hindrance in implementing strategic management plans.

#### **5.1.5. EMPLOYEE TRAINING AND IMPLEMENTATION OF STRATEGIC PLANS**

The researcher further sought to find out if the council had formulated an employee training policy. A majority of 73% of the respondents agree that the council has training policy which is linked to strategic plans indicated by 53% of the respondents. It was also observed that 56% of the respondents had adequate skills, but 94% of the respondents agreed that they urgently require some skills to effectively implement strategic plans. This implies employees are challenged in terms of skills required in implementing strategic management plans. Therefore, employee training is a challenge in the successful implementation of strategic plans.

#### **5.1.6. TECHNOLOGY AND IMPLEMENTATION OF STRATEGIC PLANS**

The study further sought to assess the contribution of technology in the implementation of strategic management plans. In this respect, the respondents were asked whether services in their organization are computerized. Majority 53% said no, 60% of the respondents are of the opinion that the investment in technology is not according to strategic plans. Further, the researcher discovered that the capacity of staff in information technology, adoption of new technologies and provision of modern tools in implementing strategic plans is low. The respondents gave an average of 3 in those elements. This was done on a scale of 1 – 4, where 1=Very High; 2= High; 3 = Low and 4 =Very low.

Based on the findings, it was concluded that employee training, availability of resources and use of technology are among the challenges of implementing strategic management plans in Kirinyaga Central local authorities.

## **5.2. RECOMMENDATIONS**

From the results of the study, the researcher makes the following recommendations to the management of the councils. Adequate resources should be provided to enable implementation of strategic management plans; there should be proper communication of strategic management to people delegation is done; the local authorities should embrace technological changes in implementing strategic management plans. This includes training employees on the required skills in implementing plans and lastly, the organizations should use new technologies, modern tools and machines in discharging their mandate.

## **5.3. SUGGESTIONS FOR FURTHER RESEARCH**

The researcher suggests that further research be done on: Investigate the effect of Government involvement in the running of local authorities and investigate the effects of changes in technology on the performance of local authorities. Further research can be done on the impact of strategic management plans on the performance of local authorities.

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**APPENDIX I**

**QUESTIONNAIRES TO BE ADMINISTERED TO THE MANAGEMENT/SUPERVISORS OF COUNCIL (Q1)**

**Introduction Letter**

The purpose of this questionnaire is to collect data for research project leading to the degree of Master of Business Administration (MBA) Strategic Management option of Kenyatta University.

This is to request you kindly to fill in this questionnaire by responding to questions concerning your institution. Your honest responses will be held in strict confidence and will be used for academic purposes only.

**A GENERAL INFORMATION**

1. Your sex      Male                       Female
  
2. In which of the following categories of council employees do you belong?  
  
    Management Staff   
    Middle Management
  
3. Name your department.....
  
4. For how long have you been in employment with the council?  
  
    Less than 5 years   
    5 – 10 years   
    Over 10 years
  
5. How were you employed?  
  
    Through interviews                       Appointment   
    Others Specify.....

6. Select your highest level of education.

Primary

Secondary

University/College

Others (specify).....

**B LEADERSHIP TRAITS**

7. Has your council established a mission and vision statement of the council?

8. If yes in (7) above, when was it last reviewed?

Less than 3 months ago

between 3 and 6 months ago

Between 6 months and 1 year ago

between 1 year and 2 years

Over 2 years

others specify

9. Has your council established long term objectives?

Yes

No

10. Does your council select strategies to address issues that confront it?

Yes

No

11. Does your council maintain departmental work plans?

Yes

No

12. How would you describe the working relationship between staff and management

Very positive

Positive Fairly

Positive

Negative

Very Negative



**C ORGANIZATION CULTURE**

13. What is your assessment of the following statements in relation to organizational culture in your council? (tick your opinion on a scale of 1-4, where **1=Very High; 2= High; 3 = Low; 4 =Very low**)

Statement	1	2	3	4
Staff desire to work as team or in a group when assigned a task				
Commitment to complete task with no or minimal supervision				
Having sense of pride for achieving council task				

14. “The objectives set in the strategic plans have not been fully met because of lack of team work and commitment among councillors and staff”. True or False

True  False

**D ORGANIZATION STRUCTURE**

15. Who is responsible for implementing strategy in your organization?

Top Management

Middle Management

Lower Management

Others (specify).....

16. Do officers whose work might be affected significantly by strategic management plans, participate in the planning process? Yes  No

**E AVAILABILITY OF RESOURCES**

17. How do you rate the number of employees in the council?

Too many  Many  Enough  Few  Too few

18. What is your assessment of the following statements in relation to your council? (tick your opinion on a scale of 1-4, where 1=Very High; 2= High; 3 = Low; 4 =Very low)

Statement	1	2	3	4
Financial capacity to implement strategic plans				
Commitment to providing financial resources to support the implementation of strategic initiatives or plans.				
The performance of your Council as it relates to the delivery of support to strategic plans. (as opposed to “talking the talk”)				

## F EMPLOYEE TRAINING

19. How do you rate the number of employees in the council?

Too many  Many  Enough  Few  Too few

20. Has your organization formulated an employee training policy?

Yes

No

21. If yes in (20) above, is the training policy linked to the strategic plan of your organization?

Yes

No

22. Rate the competencies of your council staff to plan, manage and implement strategic plans or initiatives.

Very adequate

Adequate

Inadequate

Very inadequate

## G TECHNOLOGY

23. Has your council provided funds to invest in information technology?

Yes

No

24. If yes in (23) above, do you think investments in Information Technology are done according to the strategic goals and plans? Yes  No
25. Are services in your council computerized? Yes  No
26. Are your departments interconnected for easy sharing of information?

Yes  No

27. How do you rate your council on the following? (tick your opinion on a scale of 1-4, where **1=Very High; 2= High; 3 = Low; 4 =Very low**)

Statement	1	2	3	4
Capability of staff in information technology				
Council in terms of internet capability				
Adoption of new technologies in service provision				
Provision of modern tools and machines				

## H SUCCESSFUL IMPLEMENTATION OF STRATEGIC PLANS

28. Your council has specific aims and objectives and strategies to achieve. Do you think there is successful implementation of strategy in the council? Yes  No
29. If yes in (28) above, to what extent do you think implementation of strategic plans is done successfully?

Very Great  Great  Moderate  Low  Very Low

30. Highlight the challenges that have led to failure in the implementation of the council's strategic plans?

.....  
.....  
.....  
.....  
.....  
.....

31. Please list 6 most important recommendations that will ensure strategies are implemented successfully

- a) .....
- b) .....
- c) .....
- d) .....
- e) .....
- f) .....

*Thank you for your cooperation*

## APPENDIX II

### QUESTIONNAIRES TO BE ADMINISTERED TO THE STAFF OTHER THAN MANAGEMENT/SUPERVISORS (Q2)

#### Introduction Letter

The purpose of this questionnaire is to collect data for research project leading to the degree of Master of Business Administration (MBA) Strategic Management option of Kenyatta University.

This is to request you kindly to fill in this questionnaire by responding to questions concerning your institution. Your honest responses will be held in strict confidence and will be used for academic purposes only.

#### A GENERAL INFORMATION

1. Your sex      Male                       Female
  
2. Name your department.....
  
3. For how long have you been in employment with the council?  
    Less than 5 years                       5 – 10 years   
    Over 10 years
  
4. How were you employed?  
    Through interviews                       Appointment   
    Others Specify.....
  
5. In what category of education level would you fall?  
    Primary                       Secondary   
    University/College   
    Others (specify).....

**B LEADERSHIP TRAITS**

6. Please specify which of the person(s) listed below most inspires you to strive to achieve the council’s strategic objectives as stated in strategic plans.

- Councillors
- Clerks’ office
- Head of department
- Immediate supervisor
- Other (please specify).....

7. What is your assessment of the following statements in relation to leadership in your council? (tick your opinion on a scale of 1-4, where **1=Very High; 2= High; 3 = Low; 4 =Very low**)

Statement	1	2	3	4
Ability to organize, supervise and deal with issues				
Ability to redefine the purpose of organization and embody new purpose into structure and systems				
Ability to design long-term plan				
Ability to forecast incoming issues				

8. Do you think the leadership traits mentioned in (7) above affects implementation of strategic plans in your council? Yes  No

9. If yes in (8) above, please explain how.  
 .....  
 .....

10. Is the leadership supportive in the implementation of strategic plan?

Yes

No

**C ORGANIZATION CULTURE**

11. What is your assessment of the following statements in relation to organizational culture in your council? (tick your opinion on a scale of 1-4, where 1=Very High; 2= High; 3 = Low; 4 =Very low)

Statement	1	2	3	4
The desire to work as a team or in a group when assigned a task				
Commitment to complete task				
Pride for achieving council task				

12. What is your opinion on the following statement?

“The objectives set in the strategic plans have not been fully met because of lack of team work and commitment among council staff”. True  False

**D ORGANIZATION STRUCTURE**

13. Do officers whose work might be affected significantly by strategic management plans, participate in the planning process?

Yes

No

14. Are your duties clearly defined? Yes  No

15. How frequent are duties and responsibilities delegated to you?

Very frequent

Frequently

Rarely

Never

16. What is the usual direction of communication flow in your organization? Select one.

Downward

Mostly downwards

Down and up, some horizontal

Down, up and horizontal

17. What is your opinion on the following statement?

“The direction of communication flow has led to poor implementation of strategic plans”.

True

False

18. Would you say that your organization structure is appropriate with the right people doing the right jobs towards achieving the strategic objectives? Yes  No

**E AVAILABILITY OF RESOURCES**

19. What is your assessment of the following statements in relation to your council? (tick your opinion on a scale of 1-4, where **1=Very High; 2= High; 3 = Low; 4 =Very low**)

Statement	1	2	3	4
Financial capacity to implement strategies				
Commitment to providing financial resources to support the implementation of strategic initiatives or plans.				
The performance of your Council as it relates to the delivery of support to strategic plans. (as opposed to “talking the talk”)				
The capacity of the staff to meet new challenges in implementing strategic plans				

20. In your own assessment, do you think the implementation of strategic plans has been hampered by resources provided by the council? Yes  No

**F EMPLOYEE TRAINING**

21. Have you undergone any training? Yes  No



22. If yes in (21) above, are you deployed according to your training? Yes  No

23. In your own opinion, do you think there are some skills which you urgently require in order to effectively implement strategic plan?

Yes  No

**G TECHNOLOGY**

24. Are services in your council computerized? Yes  No

25. Are your departments interconnected for easy sharing of information?

Yes  No

26. How do you rate your council on the following? (tick your opinion on a scale of 1-4, where 1=Very High; 2= High; 3 = Low; 4 =Very low)

Statement	1	2	3	4
Capability of staff in information technology				
Council in terms of internet capability				
Adoption of new technologies in service provision				
Provision of modern tools and machines				

*Thank you for your cooperation*

**APPENDIX III**

**QUESTIONNAIRES TO BE ADMINISTERED TO THE COUNCILLORS (Q3)**

**Introduction Letter**

The purpose of this questionnaire is to collect data for research project leading to the degree of Master of Business Administration (MBA) Strategic Management option of Kenyatta University.

This is to request you kindly to fill in this questionnaire by responding to questions concerning your institution. Your honest responses will be held in strict confidence and will be used for academic purposes only.

**A GENERAL INFORMATION**

1. Your sex      Female       Male
2. Are you a nominated councilor or elected?      Nominated       Elected
3. What term are you serving the council?  
First term       Second term   
Third term       Other Specify
4. Name your committee (if any).....
5. In what category of education would you fall?  
Primary       Secondary   
University/College       Other Specify.....

**B LEADERSHIP TRAITS**

6. Has your council established a mission and vision? Yes       No

7. If yes in (6) above, when was it last reviewed?

Less than 3 months ago  between 3 and 6 months ago

Between 6 months and 1 year ago  between 1 year and 2 years

Between 2 years and 5 years  others specify

8. Has your council established long term objectives?

Yes

No

9. Does your council maintain departmental work plans? Yes  No

10. If yes in (9) above, are these plans adhered to? Yes  No

### C ORGANIZATION CULTURE

11. What is your assessment of the following statements in relation to organizational culture in your council? (tick your opinion on a scale of 1-4, where **1=Very High; 2= High; 3 = Low; 4 =Very low**)

Statement	1	2	3	4
The desire to work as a team or in a group when assigned a task				
Commitment to complete task				
Pride for achieving council task				

12. What is your opinion on the following statement?

“The objectives set in the strategic plans have not been fully met because of lack of team work and commitment among councillors and staff”. True  False

**D AVAILABILITY OF RESOURCES**

13. How do you rate the number of employees in the council?

Too many       Many       Enough       Few       Too few

14. What is your assessment of the following statements in relation to your council? (tick your opinion on a scale of 1-4, where 1=Very High; 2= High; 3 = Low'; 4=Very low)

Statement	1	2	3	4
Financial capacity to implement strategies				
Commitment to providing financial resources to support the implementation of strategic initiatives or plans.				
The performance of your Council as it relates to the delivery of support to strategic plans. (as opposed to "talking the talk")				

**E EMPLOYEE TRAINING**

15. How does the council recruit its employees?

Through interviews       Through appointments

Others specify.....

16. Has your organization formulated an employee training policy? Yes  No

17. If yes in (16) above, is the training policy linked to the strategic plan of your organization?

Yes       No

18. Rate the competencies of your council staff to plan, manage and implement strategic plans or initiatives.

Very adequate       Adequate       Inadequate       Very inadequate

**F TECHNOLOGY**

19. Has your council provided funds to invest in information technology?

Yes  No

20. If yes in (19) above, do you think investments in Information Technology are done according to the strategic goals and plans? Yes  No

21. Are services in your council computerized? Yes  No

22. Are your departments interconnected for easy sharing of information?

Yes  No

23. How do you rate your council on the following? (tick your opinion on a scale of 1-4, where 1=Very High; 2= High; 3 = Low; 4 =Very low)

Statement	1	2	3	4
Capability of staff in information technology				
Council in terms of internet capability				
Adoption of new technologies in service provision				
Provision of modern tools and machines				

**G SUCCESSFUL IMPLEMENTATION OF STRATEGIC PLANS**

24. Your council has specific aims and objectives and strategies to achieve. Do you think there is successful implementation of strategy in the council?

Yes  No

25. If yes in (24) above, to what extent do you think implementation of strategic plans is done successfully?

Very Great  Great  Moderate  Low  Very Low

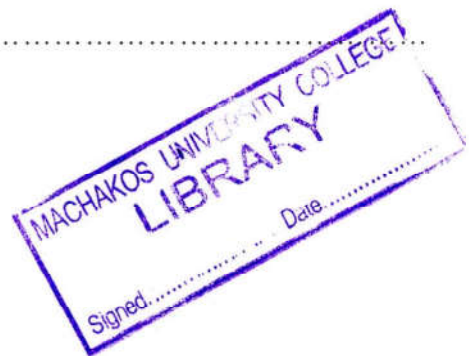


6. Highlight the challenges that have led to failure in the implementation of the council's strategic plans?

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.....

7. Please list 6 most important recommendations that will ensure strategies are implemented successfully

- a) .....
- b) .....
- c) .....
- d) .....
- e) .....
- f) .....



***Thank you for your cooperation***