MANAGERIAL COMPETENCE AND IMPLEMENTATION OF STRATEGIC PLANS IN NANDI COUNTY, KENYA

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MAY 2019
DECLARATION

I declare that this is my original work and has not been presented for a degree in any other University or Institution.

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## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td>Strategic Plan:</td>
<td>It is a document that details how an organization intends to attain specified and pre-designed objectives.</td>
</tr>
<tr>
<td>Strategy Implementation:</td>
<td>It is an exercise which puts conceived plans and strategies into action geared at achieving the desired organizational outputs.</td>
</tr>
<tr>
<td>Organizational Culture:</td>
<td>It is the underlying beliefs, values, assumptions, norms, attitudes and ways of interacting that are shared by individuals within the organization and affect the way people interact with stakeholders outside the organization and amongst themselves. This contributes to unique social and psychological environment of the organization.</td>
</tr>
<tr>
<td>Organizational Structure:</td>
<td>The hierarchical arrangement of explicit and implicit organizational roles and policies that defines how work roles, authority, and delegation of responsibilities are shared for the purpose of achieving the preset organizational goals and objectives.</td>
</tr>
<tr>
<td>Corporate Leadership:</td>
<td>The organization’s ability to influence and pursue a set of goal from employees.</td>
</tr>
<tr>
<td>Managerial Competence:</td>
<td>The attitudes, skills knowledge and motives imperative to a successful organizational employee, and it includes problem solving, communication skills, team player, and ability to focus on the customer.</td>
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ABSTRACT

The Government of Kenya adopted strategic planning in various parastatals, institutions and ministries to address distinct and prioritized strategic agendas in order to uplift service delivery. In the County Government of Nandi, strategic planning is part of the ongoing public sector reforms geared at improving effectiveness and efficiency in the prompt delivery of public services. Strategic planning in the County Government is aimed at achieving the sustainable development goals (SDGs) as well as the targets set in the Kenya’s economic recovery strategy (KERS). This is one of the devotions of the Government of Kenya as a way of realizing her vision of providing accessible, affordable and quality services for all Kenyans. The core objective of this study was to determine the effect of managerial competence in the implementation of strategic plans in Nandi County. The research was carried out through a case study and interviews were conducted with the management, the sample populace and the functional staff with the help of interview guides. Nandi County developed its current integrated strategic development plan between the years 2013-2014 and during its implementation the strategic focus was on five wider objectives. However, the county continued to encounter managerial challenges in attaining her objectives. The research project sought to determine if County leadership, employees training, and resource allocations from the central government affect the implementation of the strategic plans. The target population for the project was members of the strategic management and implementation team of the various sub counties in Nandi County out of which all the 96 members were censured. The study employed a complete enumeration survey method where each and every item in the population was selected for the data collection. Primary data used in the study was collected using questionnaire which were self-administered while secondary data was collected from Nandi county’s annual reports and the quarterly departmental reports, researches journals, books, articles, and the internet publications. The questionnaires were evaluated for content reliability and validity. Pilot study was done on 20 respondents who were not included in the main study. Data analysis began by sanitizing data and establishing recurrent themes from the respondents’ description of their experiences. The data was then tested for completeness, coded, and analyzed. Tallying of the responses was carried out to generate information and to illustrate the general trend of findings about the respondents on the variables that were under study. The findings presentations was done using Statistical Package for Social Sciences (SPSS) software. Presentation took the form of tables, graphs and charts whereas qualitative findings were presented thematically. Majority of the respondents from the findings disagreed that the laid down strategies had been implemented. There was also no ideal period for the implementation of county strategic plans. Additionally, majority of the respondents agreed that there was need for improvement by benchmarking with other counties on the implementation of county strategic plans. The results of the study are of great significance to the county leadership and other related stakeholders in the various public or private sectors as it will recommend on parameters and or key indicators for improvement in the implementation of strategic plans. The study recommended that the county government of Nandi should give more priority to employment of woman so that the one –third rule envisage in the constitution of Kenya is realized. Additionally, the study recommended that top-level management should actively participate in formulation and implementation of strategic plans.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Although strategy formulation is a challenging task for any most management teams, implementing and ensuring that the strategy works as predicted is more difficult (Hrebiniak, 2006). Various elements stand in the way of procedure by which strategic plans are transformed into executable steps in an organization. As opposed to strategy implementation, strategy formulation is perceived as an art, as opposed to a science, and its findings historically have been outlined as disjointed and diverse. Therefore it is expected that after deliberations on strategic decision, the implementation phase is faced with numerous challenges. The implications of these challenges are that the foreseen performance of any strategic decision may be unsuccessful in materializing despite there being a perfect strategy, as noted by Noble (1999b). Findings obtained from numerous researches have agreed to the same school of thought. A survey carried out by an economist deduced that 57% of organization’s were faced with challenges in carrying out strategic innovations throughout that last three years and similarly to a study of 276 top level operating managers in 2004 (Allio, 2005). Execution of Strategy in view the famous Chinese Corporation’s White Paper of the year 2006, establishes that successful implementation of strategic plans are a very significant managerial impediment in most corporations currently. The survey reported based on the Chinese’s document shows that greater percentage of firms and organizations at 83% evaluated did not achieved in the implementation of their strategy with a consistency as dismal as 17% which implied that they nailed consistency in the implementation of strategy process.

The cutting edge challenge for most of today’s organizations is the implementation of strategy and it is common knowledge that there are numerous reasons that affect success of strategy implementation and not limited to the following; people who drive and oversee the strategy implementation and communicates of processes, co-ordination mechanisms and lastly benchmarks to strategic implementation process. Formulation and control is an intertwined loop that affect Strategy implementation Herbiniak (2006) argued that strategy formulation is challenging but executing and making strategy work is even more difficult and taxing. The findings of Cater & Pucko (2010) showed that
majority of firms with 80% have the right strategies formulated, however it is only 14% of the sampled firms that have successful with the implementation stage. In establish the link between formulation of strategy and execution of the same strategy, Egelhoff (1993) studied the period or stage suits best a firm or organization to start thinking about implementation strategy. Failure of implementing a strategy that is well formulated might be in vain and also failure to implemented a strategy that which is not perfectly formulated or consider’s most of the features of strategy implementation would end up with developing a pierced strategy with analysis paralysis hence executing it is misusing the scarce resources and the valuable time. Previous studies done by, Zaribaf & Bayrami (2010) manifested the same results which determined that most organization’s managers labour most resources in developing a strategies, and fails to put in adequate resources to implementation phrase.

Several studies such as Cater & Pucko 2010, stressed developing and auctioning strategies with emphasis formulation other than implementation process cause of its difficulty. Formulation of strategy requires precision planning, leadership skills, and organizing resources alongside ensuring employees are committed to the newly developed strategy, while the implementation aspect requires scanning and understand market dynamics, creativity and lastly knowing the strengths of the firm or institution. Top level management is usually taxed with development of strategies while auctioning of the established plans is the duty of managers in the lower levels of management. Function of organizations executives is important in operationalization of strategy and clearly instructing mid-level managers who then proceed with implementation processes in a fluid manner.

Development of strategies is normally an entrepreneurial function which needs the understanding to judge, analyze, and innovate on the other hand laying down of strategy needs both managerial and administrative capability to anticipate challenges which could pop up during the implementation phrase. Strategic planning is an important management tool acclaimed internationally in terms of work performance by any organization since it set’s the organization on a path of make or break (Bryson, 1998). A documented plan is the definition of a strategy that which is geared at producing results which would redefine
and redirect organizations to achieve a particular purpose by focusing in the future (Pearce & Robinson, 2007).

1.1.1. Managerial competence
Managerial competence plays an important role in divergent types of organizations. The aim of enterprises is to motivate and drive the performance of their employees to the next level. Competencies can differentiate managers input as either excellent or vice versa. The probable ability or strength of a firm is vested in possessing, employing above board employees and or eliminating weaker work force by continuously training, educating and developing character of employee’s. Boyatzis R.E. 2010, discerned that of the two competencies that is; differentiating competencies and threshold competencies, differentiating competencies implies to reasons which authoritatively separates exemplary performers from poor performers while threshold competency denotes to the least qualification an employee must possess to perform certain duty. Leading, Managing People, knowing the Organization, Effective Communicating and finally prudent Management of Resources are the pillars to management competence.

Competency model creation is used in identification of managerial competencies which results in gathering attributes of competencies which defines achieved objectives in a specific task situation. The competency models aid during employment, developing a training policy and built out activities hence help in forming the basis for performance and job evaluation.

There are numerous types of competency models hence intentions and direction of the organization form an integral part during the establishment of a competency model. Several formats which determine the optimal framework of the competencies model may be used. Commonly used approaches is by identifying various competencies founder mental for the work force and sought out the various categories added to the existing competencies which affected particular smaller groups. Organization of other competency models are carried out depending on the type of competencies for instance self-effectiveness, leadership among others.
1.1.2. Strategic Plan Implementation

Implementing of strategic plans according to Campbell, Stonehouse, and Houston, (2002), involves operationalizing strategy, allocation of resources to the strategy, managing change, aligning the organizations culture and structure with the strategy (Campbell et al. 2002). This approach of implementing strategies has been adopted because of the resultant contributions to improvement in performance and organizational effectiveness of an organization (Thompson & Strickland, 2007). In the recent past, both private and public sectors have taken up the practice of implementing strategic plans to steer the performance of those organizations. According to Steiner (1979) strategic formulation process is key in the framework of formulation and implementation of the required strategies. However, he noted that misunderstanding the factors which affect the implementation and adoption of strategic management results to fragmentary implementation process. Strategic Plans hence are a road map to achievement of the lay out organizational goals and objectives.

1.1.3. Nandi County Government

Nandi County is one amongst the 47 counties established under Article 176 of the Kenya constitution (2010) first Schedule. Its headquarters is Kapsabet which is the largest town in the County. The County has a population of approximately 752,965. Although there are a number of tribal communities in Nandi the majority of them belong to the native tribe Nandi. The County occupies total land area coverage of approximately charts 2,885 kilometer square and is further subdivided into 30 wards, and six sub-counties. The entire Nandi County is connected mainly by road networks. However, the county relies on the neighboring counties of Uasin Gishu and Kisumu for the provision of rail and air transportation means which supplements her road network interconnecting with the neighboring infrastructure. The main challenge in the transport subsector in the county is that most of the roads in the county are non-tarmac hence they are rendered nearly inaccessible during the rainy seasons thereby limiting trade as a result limited transfer of
services and goods within the county. In spite the state of the various roads, road transport forms the basic mode of transportation and a link to development agenda (Nandi County Government, 2015).

The housing infrastructure is the other challenge in the county of Nandi more so in the urban areas. Improvement in technology over the last decade for instance in the mobile and online banking in partnership with the mobile service providers via their mobile money transfer has tremendously eased accessibility and consumption of financial services. The existence of these financial institutions closer to the end user has been influential in provision and uptake of credit facilities. The subsequent net effect of readily available financial credits has steered and triggered social economic grown and by December 2014 alone, there were only 8 new privately owned secondary schools established within Nandi Central Sub-county while Tinderet Sub-county at the extreme border had none. This calls for a concerted multisector efforts in encouraging private investment in the education sector amongst other sectors so that more private schools can be bank rolled to supplement the existing public schools in the provision of universal quality education (Nandi County Government, 2015). The enrolment and transition to secondary level of education is lower as opposed to that of primary schools hence these trend requires urgent intervention. The was no public university in the entire county as per the year 2012 except for some colleges that had collaboration with the public universities in Kenya and a single private university in the county namely the Eastern Africa University; Baraton which is a Christian based sponsored University.

Nandi County’s geographical climate supports rich agricultural activities and it therefore, contributes greatly to the national earnings in terms of economic growth, foreign exchange, and development attributed to the vast tea, coffee growing for exports (http://nandi.go.ke). Most of the rural population engages in agricultural businesses where most farmers are able to obtain funding from cooperative Saccos for instance Kenya farmers association (KFA) amongst a few others. The farming community provides raw materials for agricultural processing factories mainly in the tea, coffee and the sugar subsectors. The major food crops produced in the county are cereals for instance maize, beans and millet and the cash crops not only tea, coffee, sugarcane but
also pyrethrum which is limited to the highlands of the county. Also horticultural crops such as kales, cabbages and French beans do well in the county. However, there are numerous challenges affecting the growth and development of this sector, they are poor infrastructure, inadequate markets, limited farm land as a result land fragmentation, inadequate access to long term loans, high cost of farm inputs, lack of incentives amongst others challenges.

1.2. Statement of the Problem
The introduction and use of strategic management in Kenya was introduced during the year 2003 through a notice in the government gazette which led to the beginning of performance contracting in the government institutions (GoK, 2003). The county governments are still in transition with respect to strategic planning and is mandated by the central government to carry out strategy planning and implementation which was previously not the case (GOK, 2012). Implementation of strategic plans cuts across all the departments hence becoming a challenge and organization or institutions must address these barriers or setbacks as it leads to a waste of time and resources hence the county government might lack a directive policy towards future implementation of strategic plans leading to poor returns on development gains. From the foregoing, it is important to embrace strategic implementation as step the county governments should take in solving emerging obstacles they are facing provision of quality services to the respective jurisdictions (GoK, 2003; Obongo, 2009). In addition, the management of the countries national resource is in transition so that the effect of adopting the new constitution and the new resource management requires a critical knowledge of previous and current influencing forces that derail achievement of strategic plans.

Since the roll-out of county governments there has been an outcry from the Kenyan citizens who have from time to time expressed their dissatisfaction with the performance of the county governments. According to Mule, (2015), over 53% of the sampled citizens indicated that they were dissatisfied with the performance of the county governments, and 28% were neither satisfied nor dissatisfied while only 18% were satisfied. The respondents main reason for dissatisfaction where as follows, 54% of the respondents
cited lack of development, while 19% stated that there were unfulfilled campaign promises, and 13% stated the reason for discontentment as nepotism/ethnicity/corruption. This clearly indicated that county governments have not achieved their objectives despite having strategies in place and five year strategic plans (Khaunya, Wawire, & Chepngeno, 2015).

Further, some counties in the region such as Kiambu, Muranga and Nyeri have had been rocked by wrangles between MCAs and governors. In Kiambu County for example, the governor had been embroiled in disagreements with M.C.A’s over the county budget, slow implementation of development projects and high taxation by the county government. Most of past studies in the area of strategic management have strong recommendations for further research to bridge the knowledge gap on strategic management as relates to the practices in the public sector in Kenya. Kariuki (2003) did a survey of revenue enhancement strategies by local authorities in Kenya. From the findings the study concluded that level of management skills or Leadership Characteristics influences the Implementation of Strategic Plans to great extent. The study in conclusion agreed that organizational structure influences Implementation of Strategic Plans in the county government. This was as a result of differentiated roles that lead to specialization, number of reporting lines, employee placement, implementation challenge, bureaucratic bottlenecks, harmony of reporting lines and the type of structure with a flat structure allowing implementation.

Muema (2013) studied challenges of strategic management practices case study of Safaricom Ltd. The researchers identified involvement of stakeholders and financial resources to be the main determinants of Implementation of Strategic Plans in Safaricom Limited. The researcher recommended that a study should be carried out in form of a countrywide survey that involves other public sectors among them, county governments. It is based on this gap that this study made a deliberate effort to focus on county governments specifically Nandi County but in a different context and concept from what the previous studies focused on. Given the importance of Implementation of Strategic Plans, this study sought to fill this gap by seeking answers to the question: “what is the
effect of managerial competence in the implementation of strategic plans in Nandi County?

1.3. Objectives of the Study

1.3.1. General Objective of the Study
The Overall objective was to determine the effect of managerial competence in the implementation of strategic plans in Nandi County.

1.3.2. Specific Objectives of the Study
The specific objectives of the study were:
   i) To determine the effect of leadership commitment on the implementations of strategic plans in Nandi County, Kenya.
   ii) To establish the influence of employee training on implementations of strategic plans in Nandi County, Kenya.
   iii) To examine the effect of resource allocations from the central government on implementations of strategic plans in Nandi County, Kenya.

1.4. Research Questions
   i) How does the county leadership commitment affect the implementation of strategic plans in Nandi County, Kenya?
   ii) How does quality training of employees affect implementation of strategic plans in Nandi County, Kenya?
   iii) Are the resources allocated from the central government adequate to carry out implementation of strategic plans in Nandi County, Kenya?

1.5. Significance of the Study
The findings of this study may be prime in various ways that is, it may help inform policy debate on management competence and implementation of strategic plans at the county governments and add literature to the subject of strategic management formulation and implementation. To the county government of Nandi, the research and
policy implications shall be of significance in as far as enhancing strategic plans. Furthermore, the study is anticipated to determine challenges influencing the county strategic plans implementation at the county of Nandi, based on the understanding of the challenge and probably coming up with alternatives to address these problems.

The results from this study will be of paramount significance to managers, and other related stakeholders both of the public and private sectors as it will give recommendations on indicators for improvement in the implementation of strategic plans. Recommendations could also be used to buoy up strategy implementation processes of the county government. The research aims to create an outline via which some researchers could make recommendations on effectives and efficiency of strategy implementation in the national and county governments

1.6. Scope of the study
The study was carried out in Nandi County in Kenya among the strategic management teams of the different departments of the 6 sub counties in Nandi County. The researcher studied relationship between managerial competence and implementation of strategic plans. Managerial competence was measured using leadership commitment, employee training and resource allocation whereas implementation of strategic plans was specified by strategic objectives namely; strategic objective, level of projects completion, utilisation resources and lastly public participation. This researcher applied descriptive survey design. Data was collected from May, 2018 to June, 2018.

1.7. Limitations of the Study
Major challenges of the study included and not limited to inadequate time and resources for the actual field study where the researcher was required to administer the questionnaires to the various respondents. Getting appointment with identified respondents also was challenging and to resolve this challenge, the researcher placed requisition to meet these respondents in time and made subsequent follow-ups. The dominantly preferred way of getting the relevant data was the use of primary data collection. Nevertheless, some respondents were not straight forward in provision of
information sought, considering that they were unassertive on the eventual use of the data captured. In respond to the challenge encountered the researcher made a satisfactory assurance to the respondents that the data will only be used for academic reasons. Work schedules limited some of the respondents and they thought or perceived that the researcher would take up their valuable time hence in addressing this challenge the researcher took minimal period possible to administer the questionnaires.

1.8. Organization of the Study

There are five chapters in this project. Chapter one introduces research topic and gives a general brief of managerial competence and implementation of strategic plans in government of Nandi County. The second chapter probes the various literatures on the topic that is the theoretical overview of the study explaining in depth the diverse theories of strategy implementation. The Varied managerial competence affecting strategy implementation at the Count governments have also been elaborated and the possible challenges to implementation of strategic plans by county governments. The third chapter covers research methodology, target population, data collection methods and instruments and data analyzes. The research findings will be presented in Chapter four where the responses to the assorted variables will be discussed at length. The conclusion, recommendation and summary of the study will be discussed under chapter five.
2.1. **Introduction**
In this chapter literature on managerial competence and the implementation of county strategic plans shall be reviewed. Theoretical and empirical studies in these area shall also be reviewed.

2.2. **Theoretical Literature Review**

2.2.1. **Sequential Thinking Theory**

Hrebiniak & Joyce (2006), submitted that the process of implementing strategic plans is not only key and challenging but nevertheless it is also a difficult field for most researchers to study. Based on analysis of organizations exhibiting and sustaining a good performance index, the organization’s ability to achieve in the short run is identified by four main factors affecting the desired output and it include the following aspects namely; starting efficient and effective firm, clearly designing a strategic path, starting a culture which is adaptive in nature and lastly moving from customer targeting and reduction of cost to the wider picture.

Also Hrebiniak & Joyce (2006), states that the people mandated with implementation requires a sequential and a simultaneous thinking which applies majorly to important decisions. The sequential thinking describes the nature of a relationship between interconnected activities and consecutives events. In the design of the logical sequence of causality one should think of an event to be implemented first, call it event (A). It subsequently lead one to question the consequences on task (B) and on the other hand questions the essential change in (B) which aids execution of task (A). The link between task A and B must be defined to show their relationship. After discerning the link between subsequent events up-to the end interconnection (Z) is determined. Though the use of sequential analysis under consideration of rational establishment in the procedure of implementation, narrowness and simplicity of range that is which remains undisclosed is not sufficient hence the need to infer using the ultimate effect in the structure and purpose of the firm if each of the occurrences is implemented and materializes.
Implementation process must not only be conceptually wide but also entirely center on exact tasks while carrying out analysis. It is a challenging task for organizations implanting sequential and simultaneous thinking in process of arriving at resolution. Additionally, fragmentation of convolution of challenges into smaller fragments lessens the cost of losing the broader intention. However, Manager’s and the individual capabilities can provide the needed combination of exact and integrative analysis during the formulation period hence there for an organization must to institutionalize important capabilities entrenched in individual employees so as to maintain task over a given period.

2.2.2. Electric Implementation Theory
The theory recommends integrating various managerial perspectives and theoretical frame of reference. It further recommends that in theory it has been established and studied singly, but in practice it should be integrated fully and that the integration of akin variables is a ramification clarifies a procedure of a successful strategy implementation. The six criteria of an implementation model which expands its worth if it is manageable, logical, balanced, economic, operational, and efficiency describe usefulness of the process, (Jofre, 2011)

An important rational outlook that is useful to the firm should be used to start up an implementation process. In addition implementation activities can further be constructed inferentially using a logical process. However, ratioception is not only manifested on instinct and or experience but also in reality therefore it cerate’s an inclusive outlook that which amalgamate both practice and theory. A useful implementation model should be conveyed in respect of operational and concrete exertion that is substantial and verifiable. In this circumstances, implementation must be able to solve complicated process with the a number of base variables and likewise its model should be able to stabilize practice from theory as well as presumptions with facts hence giving a more precise implementation process. The model must not only be a recipe of what to do but also about the insinuations of carrying out a measure between prescription outlook and the contingency and or in the reunion between theories and laws (Jofre, 2011).
Challenging tasks during the implementing of strategies is that resolution making process takes place in surroundings of uncertainty complexity hence, the model of implementation should be effective, therefore be feasible according to the restriction of our subconscious abilities. Efficiency hints out that decision should only be dispensed with twist but limitations to the scarce resources. Efficiency has three forms that are identified as cognitive, economic, and ethical efficiency. Economic efficiency regards to the development of tasks with the base financial implications as possible (Jofre, 2011).

2.2.3. Adaptation Theory

A robust implementation process should be congruent to the strategy process where the principle of congruence put in not only to the desired alignment between conjecture and results but also to the alignment of theory and practice in addition to tasks and structure. The strategy procedure originates in part from the demand to arrange systematically the task and structure of an organization with transformation of the surrounding. Overly in the context of congruence and fit, according to (Hrebiniak & Joyce, 2006) adaptation and search are the two activities that are of great importance in the organization.

The focal point of extensive literature is the adaptation of an organizations to changes in its surroundings over the last decade and in visibility of strategic management, such research emphasis on the fabrication of strategies for efficient adaptation which forms the basis why some firms advance to better performance than others. (Porter, 2003).

The implementation period refers to tasks seeking at producing information handy to extend an efficient fit among strategies, the firms potential, intended practices resources, and procedures. Search in literature commonly aim on the field of the organization with a high comparative advantage or on those with more competitive resources and capabilities. However, resources that are important for a performance will steer the search towards techniques that enhance their outcome over competitive advantage (Hrebiniak & Joyce, 2006).
2.2.4. *Holistic Strategy Implementation Theory*

Bourgeois & Brodwin (1984) developed a five-model structure for strategy implementation classifying strategy implementation processes. It manifests discrete viewpoints one might overlook while implementing strategy which incorporate the commander model. This theory draws its influences from the military life thinking where the CEO has autocratic power. In this model the chief executive officer is levelheaded agent supporting the strategy decisions and plays no part in the implementation process. These model suits well with a powerful manage who hardly has any extensive information, personal biases, and unambiguous information source (Brodwin & Bourgeois, 2004). Secondly this model is built on formulated involvement in the firm’s structure, these innervations delivers behavioral results desired by the organization. The five- model structure develops a potential to execute challenging strategic plans in comparison to the other models like the commander model nevertheless, it develops more obstinate for unforeseen activities and change of strategy.

Moreover, Collaborative model delegates responsibility of decision making to the firm’s established management team from the executive. The collaborative model aids to inspire management and also allots the process of arriving at strategic decisions with more details and imaginary resources. The challenges faced by the model is the by fact that collaboration ends with top level management hence subjecting the process of making decisions more like political and other interest might obstruct sense of making a good decision.

2.3. *Empirical Literature Review.*

2.3.1. *Leadership Commitment and implementation of strategic plans*

Boonyada Nasomboon (2014) undertook a research to find out the correlation and linkage amongst Organizational Performance, Employee Engagement, and Leadership Commitment, through their influence a number of intervening variables for instance Alignment of strategy, Employer’s Branding, Agility of an Organizational, and Practices of Human Resource management. Based on the relationships on existing theories a conceptual model was developed. The collected date was obtained from managers of the
26 petrochemical companies which were analyzed and identifiers of the dominant or untapped variables in the model were realized. Principles of structural equation was used in completing the process of modeling which needed confirmatory factor analysis on both the path analysis and measurement model on the structural model. After the analysis was carried out it was not only found out that Leadership Commitment has a direct effect organizational performance but also on employee engagement. In addition the study found out that employers Alignment of strategy, Employer’s Branding, Agility of an Organization, and Practices of Human Resource management play’s an important role amongst Organizational Performance, Employee Engagement and Leadership Commitment. The research did not however explore the various management processes that would affect organization performance namely budgeting, staffing, planning, measuring performance, problem solving, and also clarifying jobs.

Well-developed strategies in combination with an effective and robust professional pool of employees are a very key resources determining the success of strategy, while poor leadership on the other hand is one of the greatest challenge in fruitful strategy implementation that is according to Pucko & Cater (2010). Lorange (1998) argued out that the top level management and organization executives must focus attention on the interfaces in the organization. The main obstacle during strategy implementation process is making sure that the work force is persuaded by set goals and that they can focus their business understanding and potential to the new strategy hence the desire of an effective leadership supersede other factors. Eisenstat & Beer (2000) viewed the issue with a different school of thought and proposed that the absence of good leadership and most conflicting consideration will lead to inadequate or ineffective coordination because the work force will think that the executive or their management would favor in avoiding embarrassing circumstances and potentially threatening situations. The other responsibility of leadership is promoting transfer of information across and amongst the different levels within the structure of the firm. Blocking vertical communication has a specific negative effect on the organization’s capability to refine and to subsequently implement its strategy that is according to, Eisenstat & Beer (2000).
2.3.2. Employee Training and implementation of strategic plans

Obisi (2011) investigated the consequence of employee training and development in Nigerian firms. He deduced that the intended idea of a program to train employees is an added value and in the contrary it should be cancelled altogether. It is challenging to obtained skilled workforce without appropriate training, subsequently on the other hand if an organizations employees does not possess the needed skills then the organization might fail in attaining the identified goals and objectives. Most organizations perceive employee training a costly undertaking and they can ban training of their employees and use the budgeted funds elsewhere in the organizations undertakings. Learning culture in organizations should be encouraged using the various far-reaching techniques on employee development and training. An organization should demonstrate by resolving to demand that the process of employee training must identify and developing a training philosophy which addresses the various training aspect namely; needs identification, administration, setting objectives, and an evaluation of the training policy in force. It is common practice that most firms manifest inadequate mentality towards administration of employee training because of shorty preparations and ill equipping their trainees.

Total quality management is built on the four pillars of continuous process improvement, customer focus, employee empowerment, and management leadership. Although empowerment is repeatedly the most taxing concepts to implement effectively, organizations that have adopted the same initiatives have realizes great improvements.

Obisi (2011), investigations nevertheless, majored on employee training and development however, there are other reasons that influence performance of employees for instance compensation management, good remuneration and job designs.

Empowerment is defined as sharing information, power and rewards with employees structured at a lower organizational levels. Such undertaking include formulation of improvement teams, implementing self-managed work teams, robust empowered customer interface personnel and employees with desired goals for their own quality assurance. The ultimate success during empowerment implementation relies mainly on commitment of both employees and management to advance the shared goals. Managers
should ensure that their organizations are on the right truck to commitment and not just supervising acts of compliance.

Employees in an empowered organization must be operating and progressing as a unity. Anarchy is invited when an organization attempt to empower employees without first creating a common vision. Management cannot renounce its duty to communicate a vision which employees should in turn adopt and own. Empowerment of employees is the act of giving employees the latitude not only to supervise their work but to discuss ideas relating to their duties. Empowered employees are loyal, committed, conscientious, share ideas and can serve as ambassadors to their organization.

2.3.3. Resource Allocation and implementation of strategic plans
Mwangi (2017), investigated the mantle of project resource availability to success of projects in banking industry: A Case of Kenya Commercial Bank’s Automated Teller Machine Management Information System Project. He found out that the financial services section in Rwanda has transformed in the past years with a number of innovation driven improvements. The studies core mandate was to determine the duty of project resource availability on the project success in Banking Industry. The study inferred on theoretical literature and empirical studies on project success in an effort to prospect the impact of engagement of senior managers in the management of project resource availability and to safeguard project success in the Banking Industry. The study used a descriptive survey design which established that improving resource availability have a significant role on Management Information System’s success in the Banking Industry in Rwanda. The study recommended that senior project managers must be in informed of their important duty in the management of project resources which would translate to timely availability of resources hence leading to project success. Nevertheless, the research was biased considering the fact that it ignored other industrial sectors like manufacturing and agricultural sectors which could influence the outcome but only concentrated in the banking sector.
The cutting edge for a firm is its resources which are not possible duplicated by any other entity. Johnson & Scholes (1999) pointed out that source of homogeneous resources can be linked up by management though it is not easy identify and get resources with same replication. This results to substantial variation in execution of almost similar strategies in organizations or firms. Kidombo (2007) noted that successful implementation of strategy is affected greatly by the following factors namely; material wealth, knowledge resources and coordination ability.

Optimization of resource management is important in value creation, customers and stakeholder’s satisfaction by implementing strategic plans that are in prevalence with resource managers in many organizations as per (Porter, 1985). If resources are not used to the advantage of an organization’s then the same resource becomes an absolute waste which hampers implementation of good strategy. Aosa (1992) found out that the frequent impediment execute proper developed strategic plans throughout Africa is attributed to lack proper management of resources. Employee’s population adequacy on one hand is not sufficient in driving a planned implementation process but with trained managers and sound leadership traits, that which will supervise the prudent use of the scarce and costly organization’s resources. Irrespective how organization resources are acquire, stakeholders are interested and will always demand to know and compare the magnitude of resources factored in with successful outcome of the implementation of a specific strategy (Korten, 1990). Emphasis on accountability and transparency has been placed by many organizations and stakeholders on not only keen on use of financial resource but equally on how available manpower is encouraged to reduce the high exit rate which is a barrier to implementation of strategy.

Employees role during the entire process for instance planning to the implementation phase is an important factor in the implementation of effective and efficient strategies, subsequently coordination of all resources which aims at employee retention in an organization throughout the strategy’s life is founder mental and key(Letting, 2009).There are many wants and scarce or finite resources to satisfy them hence there is great need of prioritizing and strict adherence to the budget making process. County governments receive 15% of Kenya’s taxed revenue however, resource allocation by
most county governments is heavily factored in as recurrent expenditure leading to inadequate funds to implement strategic plans. These county governments should provide a good environment which encourages public and private sector investment hence fostering the realization of the draft strategic plans.

2.4. Conceptual Framework
The conceptual framework in this project was a diagrammatic presentation of the interconnection between various independent variables and the dependent variable. The four independent variables that determine the effectiveness of the implementation of strategies are as follows; leadership commitment, employees training, and resource allocations. The dependent variable was the implementation of strategies.

<table>
<thead>
<tr>
<th>Leadership Commitment</th>
<th>Implementation of Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>Strategic Objectives</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>Level of Projects Completion</td>
</tr>
<tr>
<td>Accountability</td>
<td>Utilization of Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualification of employee</td>
</tr>
<tr>
<td>Employee motivation</td>
</tr>
<tr>
<td>Continuous Training</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resource Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely allocation</td>
</tr>
<tr>
<td>Audit</td>
</tr>
<tr>
<td>Level of funding</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1: Conceptual Framework</td>
<td></td>
</tr>
</tbody>
</table>

Source: Nandi County Annual Report, 2015
CHAPTER THREE: RESEARCH METHODOLOGY

3.0. Introduction
The chapter reports the design used in these research and methodology to undertake the research study. The chapter covers various areas like: research design, sampled population, sample and sampling procedure, methods of data collection, data analysis and finally presentation of findings.

3.1. Research Design
A research design is the general plan structure of investigation conceived so as to obtain answers to research questions and to control variance (Noum, 2007). The research objective is to collect data during a specific period and use it in describing the conditions of an existing nature. The researcher’s problem was deliberated using a descriptive survey design. The design is normally employed when the study desires to describe the character identified in groups, approximate the people’s proportion with determined characteristics and construct predictions. Borg & Gall (1996) recommended descriptive survey design because of its potential to generate statistical data of education aspect which is of value to the formulators of policy and researchers.

Mugenda & Mugenda on the other hand pointed out that descriptive researcher designs are suitable in determining and reporting the way things are. This design was chosen because the study was trying to determine the correlation between independent variables and the dependent variable in an existing circumstance. The dependent variable being implementation of strategic plans while independent variables were: leadership commitment, resource allocation and employee training.

3.2. Target Population
Population has been defined by Robinson (1993) as the relevant unit of analysis. It can also be cited as sum of situations which agree to a set of classified specification. The study mainly focused on the strategic management teams of the different departments of the 6 sub counties in Nandi County. Both the management and the support staff were
targeted from such departments as Public works, Planning, Environment, Basic Education, Housing, Finance and Public Sanitation and Health. These categories of people were selected as they are concerned with the implementation of the county strategic plans and thus they are better placed in responding to the set of research’s questions. All the targeted respondents did have a chance of being considered to take part during administration of the question in the studies questionnaires, hence bring the total study respondents in the research to 96 as shown in table below.

Table 3.1 Target population

<table>
<thead>
<tr>
<th>No.</th>
<th>Sub Counties</th>
<th>Target population (Administrators)</th>
<th>Censured Population (Administrators)</th>
<th>Target population (Clerks)</th>
<th>Censured Population (Clerks)</th>
<th>Total of Censured Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nandi Hills</td>
<td>2</td>
<td>2</td>
<td>11</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>2</td>
<td>Tinderet</td>
<td>2</td>
<td>2</td>
<td>12</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>Emgwen</td>
<td>2</td>
<td>2</td>
<td>14</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>Mosop</td>
<td>2</td>
<td>2</td>
<td>16</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>5</td>
<td>Aldai</td>
<td>2</td>
<td>2</td>
<td>17</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td>6</td>
<td>Chesumei</td>
<td>2</td>
<td>2</td>
<td>14</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>12</td>
<td>12</td>
<td>84</td>
<td>84</td>
<td>96</td>
</tr>
</tbody>
</table>


3.3. Data Collection Instruments

Instruments used by the researcher depend on the data collection method selected. In addition Massey (2008), states that the instrument must be reliable and valid. The instrument used to collect the primary data in the study was a self-administered questionnaire as attached as appendix 1. A questionnaire is a document designed specifically with a set of questions deliberately to steer responses from respondents primarily for data collecting (Ritchie & Lewis, 2013).
The questionnaire had open ended as well as the close ended questions. The purpose and use of closed ended questions are mainly developed so as to giving precise data hence minimizing bias and were used in the analysis of quantitative data. While open ended questions are used to facilitate freedom for the respondents to manifest their view and it was used to analyze of qualitative data. The questionnaire in this study was divided into four sections with each covering planning, implementation, monitoring and evaluation and project sustainability. Additionally, the instrument had five-point Likert scale format to ensure that respondents are well guided in answering the questions. A Likert scale is important in evaluation of a behavior on a continuum (Stoecker, 2012).

Secondary data on the other hand refers to previously collected information which is utilized by and anyone other than the person who collected the data in the first instance. Secondary data was obtained via the following sources namely; Nandi County’s year and quarterly department reports, researches, journals, journals, articles and the internet.

3.4. Validity of Instrument
Validity of instrument defines to the precision and accuracy in which an instrument measures what was intended to, for a particular purpose and a group (Saunders et al 2003). Johnson & Gill suggested that there are specific and certain criteria which could be employed in evaluating research findings. The research aimed at ensuring validity of the research instrument by use of simple mode of communication that which would easily be understood by the respondents. Opinions of other entities rendered sound judgment in respect to adequacy was heeded by the researcher. In ensuring that the questions tested what was desired to capture the researcher also engaged his supervisor. The questionnaire was evaluated for content validity. Content validity was done by
expert judgment. Pilot study was done on randomly selected employees of Nandi County government, who were not included in the main study. This is mainly to verify whether the items generated by the researcher displays stimulus homogeneity hence valid and reliable.

3.5. Reliability of Analysis

In the study, reliability was achieved through pre-testing so as to clarify and double-check the research instrument’s reliability before use in the actual research. Errors discovered were corrected, contents revised and ambiguous questions were also made clearer and relevant to the study. Variables obtained from test instruments which are stable and display reliable responses over repeated administration of the test are declared to be reliable (Kuehl, 2000). Cronbach’s alpha analysis formula was applied to compute the Co-efficient as follows;

\[ Re = \frac{2r}{r + 1} \]

Reliability coefficient ranges from 0 to 1, with an alpha coefficient of 0 representing an instrument full of error and while that of an alpha coefficient of 1 representing total absence of an error. Reliability coefficient equal or greater than 0.70 is considered acceptable reliability (Kothari, 2004)
Table 3.5: Reliability of the questionnaire

<table>
<thead>
<tr>
<th>Study variables</th>
<th>Cronbach's Alpha (α)</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of county strategic plan</td>
<td>0.667</td>
<td>4</td>
</tr>
<tr>
<td>Leadership Commitment</td>
<td>0.731</td>
<td>3</td>
</tr>
<tr>
<td>Employees Training</td>
<td>0.677</td>
<td>3</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>0.716</td>
<td>3</td>
</tr>
<tr>
<td><strong>Aggregate scores</strong></td>
<td><strong>0.70</strong></td>
<td><strong>3.25</strong></td>
</tr>
</tbody>
</table>

Field data, 2018

Source: Pilot Data (2018)

The results illustrated that the aggregate score was 0.70 and it is established that dependent variables under the study were visible since their values of reliability exceeded the predetermined threshold of 0.7.

3.6. Data Analysis

Questionnaires returned by the respondents were scrutinized for both credibility and verification after which the data collected was coded, tested for completeness. Statistical Package for Social Sciences (SPSS) software was then used to analyze the collected data.

Descriptive statistical techniques namely frequencies, percentages, means and standard deviation were used to analyze data captured in the questionnaires and aid in the process of data interpretation using SPSS. Pearson Correlation Coefficient was used in the inferential analysis of data. Mugenda & Mugenda (2013) states that correlation technique is used to analyze the degree of relationship between two variables. Correlation measures the relationship between two continuous numeric variables as stated by (Kothari, 2004). Correlation shows both degree and direction of variance from one another, and in case to case minus the implication that one is causing the other.

Correlation coefficient result given through correlation analysis which establishes measurement of linear association between two variables. Correlation coefficient values
ranges between -1 and +1. A correlation coefficient of -1 indicates that two variables have a negative linear relationship, while that with a +1 indicating positive linear relationship and that with a 0 indicates absence of any linear relationship between two variables. This correlation was used into determining the direction of the relationship between the dependent and the independent variables. Data was tabulated in tables with mean, standard deviation and percentages. Presentation of findings was carried out using statistical software including SPSS which assisted in creation of suitable charts, tables and graphs that the researcher employed in presenting of the research findings.

3.7. Statistical Model

Model specification

In the study, Multiple Linear Regressions, which is a linear regression model that contains more than one independent variable, was used to determine the effects of managerial competence in the implementation of strategic plans in Nandi County. The regression model is illustrated;

\[ Y = \beta_0 + \beta_1 X_1+ \beta X_2 + \beta X_3 + e \]

\( Y = \) Managerial Competency
\( \beta_0 = \) Constant
\( X_1 = \) Leadership Commitment
\( X_2 = \) Employee Training
\( X_3 = \) Resource Allocation
\( \beta_1, \beta_2, \beta_3 = \) Regression co-efficient
\( e = \) Error term

3.9.2. Measurement of Variables

The conceptual framework has outlined the independent and dependent variables for this study. The independent variables were leadership commitment, employee training and resource allocation. The dependent variable was managerial competence. Indicators for measuring leadership commitment were participation, monitoring and evaluation and
accountability while the indicators that were used to measure the employees training were employee qualifications, employee motivation and employee training. The indicators for measuring resource allocation were timeliness in allocation, audit and levels of funding. The dependent variable which was managerial competence was measured by strategic objectives, level of projects completion, utilization of resources and public participation.

3.8. Ethical Considerations
Several ethical considerations were adopted and used in this research study such as ensuring anonymity, privacy, and confidentiality of the collected data, also consent from the relevant organization was sought by the researcher before carrying out research. The researcher familiarized with the norms and organizational culture of the county government before conducting research to enhance a fluid procedure during data collection by adopting essential norms and procedures of the county government of Nandi. Moreover, in the spirit of ensuring that ethical principles are upheld, the researcher obtained an introductory letter from the school of business administration, Kenyatta University to serve as identification when the researcher went for appointments with the respondents during data collection.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1. Introduction
This chapter presents analysis of the managerial competence and implementation of strategic plans in Nandi County, and provides results and findings of the study.

4.1. Response Rate
The study selected a sample size of 96 correspondents of whom 80 respondents returned filled questionnaires which resulted to 83.33% response rate. This rate of response was not only representatively excellent but it also conforms to Bobbie (2002) which states that a questionnaire response rate of above 50% is adequate for analysis.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response rate</th>
<th>Sample size</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned questionnaires</td>
<td>80</td>
<td>83.33%</td>
</tr>
<tr>
<td>Un-returned questionnaires</td>
<td>16</td>
<td>16.67%</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>100</td>
</tr>
</tbody>
</table>

Scale reliability was assessed by computing the overall Cronbach’s alpha reliability coefficient on Response Rate. The scale reliability was demonstrated since the overall Cronbach’s alpha statistic was 0.812 which is greater than 0.7.

4.2. Demographic Characteristics of Respondents
The overall objective under evaluation was to determine whether managerial competence affect implementation of strategic plans in Nandi County. The factors studied were leadership commitment, employees training and resource allocation. Descriptive statistics were used in these sections to describe in quantitative terms the dominant features of collected data. This section discussed demographic attributes of the sampled
respondents and the particular data discussed included the following; age, gender, length of service and academic qualification.

4.2.1. Gender Distribution of Respondents
The respondents were to mark their gender against the choices provided of either male or female. The response to matters gender were examined order to established representation of the sampled respondents in terms of gender in Nandi County. The study was designed to determine if the county government had complied with the provisions of the law as per the Kenyan constitution 2010 on gender balance, where vacancies available for employment must not be occupied by at least two thirds of either gender. The responses are summarised and presented in figure 4.1.

![Gender Distribution of Respondents](image)

**Figure 4.1 Gender of respondents**
**Source: Researcher (2018)**

The findings in figure 4.1 demonstrated that majority of the response at (73.8%) were male, while the other gender comprised of 26%. The results show that Nandi County staff is dominated by male gender. The one third gender rule envisaged in the Constitution of Kenya, 2010 was not satisfied.

4.2.2. Age Bracket of Respondents
The respondents were asked to point out their age by appropriately ticking against the listed age brackets. Summary and presentation of responses were tabulated in figure 4.2.
The findings indicate that majority of the respondents, 28.8%, were between age 41 to 45 and above age 45. Those between 36 years and 40 years were 15% while those below 36 years were 27.4%.

4.2.3 Academic qualification

The researcher requested respondents to point out their level of academic qualification achieved. The responses were presented as in figure 4.3 below.
The finding in Figure 4.3 implies that most of the respondents had achieved certificate level of education at 56.3% whereas those with diploma level of education comprised the 38.8%. The rest of the respondents had attained either degree or post degree with a 5%. Respondent in this case had base level of literacy to engage in providing data that the researcher was much interested in the study.

4.2.4 Duration of service

The respondents were asked to point out the duration of service by marking against the ranges provided and the same results were analysed and tabulated in table 4.2

<table>
<thead>
<tr>
<th>Duration of Service in Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 3</td>
<td>6</td>
<td>7.5</td>
</tr>
<tr>
<td>Between 4 and 6</td>
<td>23</td>
<td>28.8</td>
</tr>
<tr>
<td>Between 7 and 9</td>
<td>15</td>
<td>18.8</td>
</tr>
<tr>
<td>10 years and above</td>
<td>36</td>
<td>45</td>
</tr>
<tr>
<td>TOTAL</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

Findings in table 4.2 indicate that majority of the respondents (45%) had served in the same position for more than ten years while only 7.5% had served for less than three (3) years. The county government should reshuffle her employees for effective service delivery.

4.3. Descriptive Statistics

The section presents findings related to the various variables of the study.
4.3.1. Leadership commitment

In order to evaluate the influence of county leadership commitment on implementation of strategic plans in Nandi County, the respondents were provided with statements related to leadership and asked to indicate the extent of their consent with each of the statements by ticking appropriately along a five point scale, where the responses were coded as follows for analysis with the SPSS version 23 Those who strongly agree (SA) = (1); Those who agreed (A) = (2) The undecided (UD) = (3); Those who disagreed (D) = (4); and those who strongly disagreed (SD) = (5). The responses are summarized and tabulated in table 4.4 below.

Table 4.3 Leadership Commitment

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The county leadership fully participates in the formulation and implementation of the strategic plans</td>
<td>4.16</td>
<td>0.766</td>
</tr>
<tr>
<td>The county leadership carries out a thorough monitoring and evaluation on the implementation of the strategic plans</td>
<td>4.23</td>
<td>0.733</td>
</tr>
<tr>
<td>The county leadership is accountable for the implementation of the county strategic plans</td>
<td>3.74</td>
<td>0.823</td>
</tr>
<tr>
<td>Aggregate Scores</td>
<td>4.04</td>
<td></td>
</tr>
<tr>
<td>0.769</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 80</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

From the findings, the respondents disagreed that the county leadership fully participates in the formulation and implementation of the strategic plans and that the county leadership carries out a thorough monitoring and evaluation on the implementation of the strategic plans as expressed by a mean score of 4.16, and 4.23 respectively. The respondents are undecided whether the county leadership is accountable for the implementation of the county strategic plans as expressed by a mean of 3.74. The study therefore indicates that the respondents disagreed that Nandi County leadership is committed to implementation of county strategies as expressed by an aggregate score of 4.04 based on the five point likert scale in the questionnaire.
4.3.2 Employee Training

The influence of quality and training of employee on implementation of strategic plans in Nandi County was assessed by providing respondents with three appropriate questions. The respondents were asked to indicate the extent of their agreement with each of the statements by ticking as appropriate along a five-point scale, where the responses were coded as follows for analysis with the SPSS version 23: Those who strongly agree (SA) = (1); Those who agreed (A) = (2); The undecided (UD) = (3); Those who disagreed (D) = (4); and those who strongly disagreed (SD) = (5). The responses are summarized and tabulated in table 4.5 below.

Table 4.4 Employee Training

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The strategic implementation employees are competitively qualified for the task</td>
<td>2.36</td>
<td>0.783</td>
</tr>
<tr>
<td>The strategic implementation employees are well motivated to accomplish the task</td>
<td>3.69</td>
<td>0.836</td>
</tr>
<tr>
<td>There is an effective, efficient and continuous training system to employees</td>
<td>3.76</td>
<td>0.846</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td>3.27</td>
<td>0.821</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

From the findings, the respondents agreed that strategic implementation employees are competitively qualified for the task as expressed by a mean score of 2.36. The respondents were undecided whether the strategic implementation employees are well motivated to accomplish the task and also whether there was an effective, efficient and continuous training system to employees as expressed by a mean score of 3.69 and 3.76 respectively. The study therefore deduced that the respondents were undecided on how employee training influence implementation of county strategies as expressed by an aggregate score of 3.27 based on the five-point Likert scale in the questionnaire.

4.3.3 Resource Allocation

The role of resource allocation on implementation of strategic plans in Nandi County was assessed by providing respondents with three appropriate questions. The respondents were asked to indicate the extent of their agreement with each of the statements by
ticking as appropriate along a five – point scale, where the responses were coded as follows for analysis with the SPSS version 23 Those who strongly agree (SA) = (1); Those who agreed (A) = (2) The undecided (UD) = (3); Those who disagreed (D) = (4); and those who strongly disagreed (SD) = (5). The responses are summarized and tabulated in table 4.6 below.

Table 4.5 Resource Allocation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The central government allocates sufficient funds to the county government for the implementation of the strategic plans</td>
<td>2.53</td>
<td>0.616</td>
</tr>
<tr>
<td>The central government disburses the funds in time to the county government for the implementation of the strategic plans</td>
<td>3.25</td>
<td>0.974</td>
</tr>
<tr>
<td>The central government audits the resources allocated to the county government for implementation of strategies</td>
<td>3.59</td>
<td>0.852</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>3.12</td>
<td>0.814</td>
</tr>
</tbody>
</table>

n = 80

Source: Field Data (2018)

From the findings, the respondents agreed that the central government allocates sufficient funds to the county government for the implementation of the strategic plans. The respondents were undecided whether the central government disburses the funds in time to the county government for the implementation of the strategic plans and also whether the central government audits the resources allocated to the county government for implementation of strategies as expressed by a mean score of 3.25 and 3.59 respectively. The study therefore deduced that the respondents were undecided on how resource allocations influence implementation of county strategies as asseverated the aggregate score of 3.12 as hinged on the questionnaire’s five point likert scale.

4.3.4 Implementation of county strategic plan

In order to assess the extent of implementation of strategic plans in Nandi County, the respondents were provided with statements related to implementation of strategic plan and asked to indicate the extent of their agreement with each of the statements by ticking as appropriate along a five – point scale, where the responses were coded as follows for analysis with the SPSS version 23 Those who strongly agree (SA) = (1); Those who agreed (A) = (2) The undecided (UD) = (3); Those
who disagreed (D) = (4); and those who strongly disagreed (SD) = (5). The responses are summarized and tabulated in table 4.7 below.

**Table 4.6 Extent of implementation of county strategies**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The laid down strategies have been implemented in all sub counties in Nandi county</td>
<td>4.19</td>
<td>0.424</td>
</tr>
<tr>
<td>The county has always implemented quality strategic plans in all the sub counties</td>
<td>4.26</td>
<td>0.641</td>
</tr>
<tr>
<td>There is need for improvement by benchmarking with other counties on the implementation of the strategic plans</td>
<td>1.83</td>
<td>0.546</td>
</tr>
<tr>
<td>There is an ideal time frame for the implementation of the county strategic plans</td>
<td>3.66</td>
<td>0.728</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>3.51</td>
<td>0.585</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

From the findings, the respondents disagreed that the laid down strategies have been implemented in all sub counties in Nandi County and that the county has always implemented quality strategic plans in all the sub counties as expressed by a mean score of 4.19, and 4.26 respectively. The respondents are undecided whether there is an ideal time frame for the implementation of the county strategic plans as expressed by a mean of 3.66. Lastly the respondents strongly agreed that there is need for improvement by benchmarking with other counties on the implementation of the strategic plans, as expressed by a mean score of 1.83. The study therefore deduced that the respondents were undecided to the extent of implementation of county strategies as expressed by an aggregate score of 3.51 based on the five point likert scale in the questionnaire.

**4.4. Inferential Statistics**

The findings related to analysis of the relationships between the dependent and independent variables of the study were discussed in this section. It contains results of regression and correlation analysis between dependent variable, implementation of strategic plans and independent variables namely leadership, employee training and resource allocation.
4.5. Regression Analysis

The findings related to analysis of the relationships between the dependent and independent variables of the study were discussed in this section. It contains regression and correlation analysis results between implementation of strategic plans and independent variables; leadership, employee training and resource allocation.

Table 4.7: Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.248a</td>
<td>.062</td>
<td>.042</td>
<td>.834</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

a. Predictors: Leadership commitment, Quality training and resource allocation

b. Dependent Variable: Strategy Implementation

The model analysis of regression in Table 4.7 indicates the strength of the relationship between the independent variables (Leadership commitment, Employee Training and resource allocation) and the dependent variable (Strategy Implementation). The R square value in this case was 0.062, which clearly suggests that there is a strong relationship between Strategy Implementation and Leadership commitment, Strategy Implementation and Quality training, Strategy Implementation and resource allocation. This indicated that Leadership commitment, Employee training and resource allocation share a variation of 83.4% of Strategy Implementation.

4.6. Statistical Model

A regression model was used to determine the relative importance of each of the four variables in respect to their impact on the implementation county strategic plans in Nandi. The regression model was as follows:
Where $Y$ – Implementation of county strategic plans, $X_1$– Leadership commitment, $X_2$– Employee training, $X_3$– Resource allocation, $\beta_0$– Constant term

$\beta_1$, $\beta_2$ and $\beta_3$ are coefficients of independent variables and $\epsilon$ – Error term.

Table 4.9 shows the coefficients of regression got from the SPSS regression analyses.

**Table 4.8: Regression Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.050</td>
<td>.425</td>
<td></td>
<td>9.533</td>
</tr>
<tr>
<td>Leadership Commitment</td>
<td>.504</td>
<td>.098</td>
<td>.525</td>
<td>.036</td>
</tr>
<tr>
<td>Employee Training</td>
<td>.637</td>
<td>.084</td>
<td>.649</td>
<td>1.635</td>
</tr>
</tbody>
</table>

Dependent variable: Implementation of strategic plans

**Source: Field Data (2018)**

From the table above $\beta_0 = 1.050$, $\beta_1 = 0.504$, $\beta_2 = 0.637$ and $\beta_3 = 0.340$

The simplified regression equation becomes

$Y = 1.050 + 0.504 X_1 + 0.637 X_2 + 0.34 X_3$
Table 4.9: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>6.575</td>
<td>3</td>
<td>2.192</td>
<td>31.53</td>
<td>.027</td>
</tr>
<tr>
<td>Residual</td>
<td>100.100</td>
<td>144</td>
<td>.695</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>106.676</td>
<td>147</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Implementation of strategic plans
b. Predictors: Leadership, Employee Training, Resource Allocation

The Anova table indicates that the overall model was a good fit since (F-value = 31.53 and p-value = 0.02<0.05)

Source: Field Data (2018)

4.6.1: Leadership Commitment on implementation of strategic plans

The researcher sought to determine the effect of Leadership Commitment on implementation of strategic plans. The results of regression analysis in Table 4.10 demonstrated that Leadership Commitment is significant at $\beta=0.504$; $t = 0.036$; $p = .002$. This implies that at 95% confidence level, Leadership Commitment has a positive effect on implementation of strategic plans.

These results confirm that a unit increase in Leadership Commitment is responsible for 0.504 increases in implementation of strategic plans. Thus, this study concludes that Leadership Commitment affects implementation of strategic plans in Nandi County, Kenya.

4.6.2: Employee Training on implementation of strategic plans

The researcher wanted to establish the effect of Employee Training on implementation of strategic plans. The results of regression analysis in Table 4.10 indicates that Employee Training is of significance at $\beta=0.637$; $t = 1.635$; $p = .000$. This implies that at 95% confidence level, employee training had a positive influence on implementation of strategic plans. The significance of these results imply that a unit increase in employee training leads to 0.637 increases in implementation of strategic plans. In this case, the
researcher concludes that employee training affects implementation of strategic plans in Nandi County, Kenya.

4.6.3: Resource allocation on implementation of strategic plans.
The researcher wanted to establish the effect of resource allocation on implementation of strategic plans. The results in Table 4.10 revealed that resource allocation is significant at $\beta=0.340$; $t = .447$; $p = .002$. This suggests that at 95% level of confidence, resource allocation has a positive effect on implementation of strategic plans. The significance of these results imply that a unit increase in resource allocation is a factor to 0.340 increase in implementation of strategic plans. Therefore, the researcher concludes that resource allocation affects implementation of strategic plans in Nandi County, Kenya.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction
Summary of findings of these study was discussed in this chapter. It also gives the summary, Conclusion, recommendations and areas for further research that the researcher arrived at.

5.2. Summary
The first objective the study was to determine the effect of leadership commitment on implementation of strategic plans Nandi County, Kenya. Leadership commitment was measured using indicators comprising of participation, monitoring and evaluation, and accountability. Results of the descriptive statistics analysis revealed that the data collected manifested that leadership commitment has a statistically significance on the implementation of strategic plans in Nandi County, Kenya and thus the expectation of this study was made.

The second objective was to establish the influence of employees training on implementation of strategic plans in Nandi County, Kenya. Employees training were effected using such measures as qualification of employees, employee motivation and continuous training. The results of descriptive statistics analysis showed that the information gathered showed that employees training has a statistically significance on implementation of strategic plans in Nandi County, Kenya and thus the expectation of this study was achieved.

The third objective of the study was focused to examining the effect of resource allocation on strategic plans in Nandi County, Kenya. Resource allocation was effected using such measures as timely allocation, audit and level of funding. The results of descriptive statistics analysis revealed that the data collected manifested that employees training has a significant effect on implementation of strategic plans in Nandi County, Kenya and thus the expectation of this study was confirmed. This was demonstrated by an aggregate score of 3.12 out of the five point likert scale provided.
5.3. Conclusions

This study sought to determine the effect of managerial competence and the implementation of strategic plans in Nandi County, Kenya. The findings obtained from qualitative data analysis allow for the researcher to make some important conclusions. The first objective of the study was intended to determine the effect of leadership commitment on implementation of strategic plans in Nandi County, Kenya. The results of descriptive statistics analysis showed that the data gathered revealed that leadership commitment has a statistically significant effect on implementation of strategic plans in Nandi County, Kenya. Thus, the researcher concludes that leadership commitment positively affects implementation of strategic plans in Nandi County, Kenya.

The second objective focused on establishing the effect of employees training on implementation of strategic plans in Nandi County, Kenya. The results of descriptive statistics analysis showed that the data gathered revealed that employees training have a statistically significant effect on implementation of strategic plans in Nandi County, Kenya. The researcher concludes that employees training positively affects implementation of strategic plans in Nandi County, Kenya and lastly on the third objective of this study which was intended to establish the effect of resource allocation on strategic plans in Nandi County, Kenya. The results of descriptive statistics analysis showed that the data gathered revealed that resource allocation has a statistically significant effect on implementation of strategic plans in Nandi County, Kenya. Thus, the researcher concludes that resource allocation positively affects implementation of strategic plans in Nandi County, Kenya.

5.4. Recommendations for Policy and Practice

It is recommended that, the county government of Nandi should give more priority to employment of woman so that the one–third rule envisaged in the constitution of Kenya is realized. They should know that constitutional requirements are mandatory and must be complied with.

The study recommends that the top-level management should actively participate in formulation and implementation of strategic plans. The county leadership should be
accountable to the implementation of county strategic plans and in addition they should carry out monitoring and evaluation of strategy implementation process.

The study recommends that the county government should first understand and know their employees qualifications and capability before employing them, as they are the drivers to the implementation of strategic plans. They should also know that good strategies and practices of employee motivation and continuous training enhance employee productivity.

The study recommends that the county government should understand their resource allocation to the implementation of strategic plans. They should also know that timely allocation of funds, audit and level of funding fast tracks successful completion of strategic plans.

5.5 Suggestions for Further studies
The study focused majorly on the effect of managerial competence an implementation of strategic plans in the County government of Nandi. It focused on one county and to allow for generalization, this study recommends that another study be carried out in other counties in Kenya for comparison purposes. The study also recommends further research to identify the other various aspects, for example, leadership style, that negatively affect implementation of strategic plans in the various counties. Further research should also be carried out to establish the other organization factors that could affect implementation of strategic plans.
REFERENCES


Appendix

Appendix I: Cover Letter

Department of Business Administration,
Kenyatta University,
P. O BOX 43844 -00100,
Nairobi, Kenya.

Dear Respondent,

RE: MANAGERIAL COMPETENCE AND IMPLEMENTATION OF STRATEGIC PLANS IN NANDI COUNTY, KENYA

You have been selected to participate in a research to investigate managerial competence and implementation of strategic plans in Nandi County. This research is carried out in partial fulfillment of the award of Master of Business Administration of Kenyatta University. This survey is anonymous and no names will be captured or collected and only the researcher will have access to the information collected. You are kindly requested to answer all the questions as accurately and honestly as possible.

Thank you in advance for your cooperation and participation.

Sincerely,

Isaac Kiprono Too,
MBA Student

Email: isaactook@gmail.com
Appendix II: Questionnaire

I am a student at the Kenyatta University School of Business and am conducting a research study on the Managerial Competence and Implementation of County Strategic Plans: A Case of Nandi County. I kindly request you to participate in this study and your responses to the items in the questionnaire will be treated with utmost confidentiality, and will not be used for any other purposes except this study. The questionnaire is made of two sections A and B. Tick where appropriate.

SECTION A: BACKGROUND INFORMATION

1. What is your gender?
   Male  [ ]  Female  [ ]

2. What is your age bracket?
   31-35 years  [ ]  36-40 years  [ ]
   41-45 years  [ ]  Over 46 years  [ ]

3. What is your level of education?
   Certificate level…………………………...  Diploma level…………………………...
   Degree level………………………………
   Other
   specify………………………………………………………………………………………………

4. How long have you served in the Organization?
   Less than 3 years  [ ]  Between 4-6 years  [ ]
   Between 7-9 years [ ]  10 years and above  [ ]
SECTION B: Implementation of County Strategic Plans

5. To what extent do you agree with the following statements on how the county leadership commitment affects the implementation of the county strategic plans?

Key: Strongly Agree (SA) Agree (A) Undecided (UD) Disagree (D) Strongly Disagree (SD)

<table>
<thead>
<tr>
<th>County Leadership Commitment</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The county leadership fully participates in the formulation and implementation of the strategic plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The county leadership carries out a thorough monitoring and evaluation on the implementation of the strategic plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The county leadership is accountable for the implementation of the county strategic plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. To what extent do you agree with the following statements on how the quality and training given to employees affect the implementation of the county strategic plans?

Key: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) and Neutral (N)

<table>
<thead>
<tr>
<th>Quality And Training</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The strategic implementation employees are competitively qualified for the task</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The strategic implementation employees are well motivated to accomplish the task</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is an effective, efficient and continuous training system to employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7. To what extent do you agree with the following statements on the effect of the resources allocated from the central government on the implementation of the county strategic plans

**Key** - Strongly agree (SA) Agree (A) Undecided (UD) Disagree (D) strongly disagree (SD)

<table>
<thead>
<tr>
<th>Resources Allocated from the Central Government</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The central government allocates sufficient funds to the county government for the implementation of the strategic plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The central government disburses the funds in time to the county government for the implementation of the strategic plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The central government audits the resources allocated to the county government for implementation of strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. To what extent do you agree with the following statements on the implementation of county strategic plans?

<table>
<thead>
<tr>
<th>Statement on implementation of county strategic plans</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The laid down strategies have been implemented in all sub counties in Nandi county</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The county has always implemented quality strategic plans in all the sub counties</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is need for improvement by benchmarking with other counties on the implementation of the strategic plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is an ideal time frame for the implementation of the county strategic plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School

TO: Kiprono Too Isaac
C/o Business Administration Dept.

DATE: 13th July, 2017

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 11th May, 2016 entitled “Managerial Roles in Implementation of County Strategic Plans in Kenya. A Case of Nandi County”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration

Supervisors:

1. Dr. Godfrey Kinyua
   C/o Department of Business Administration
   Kenyatta University

EM/ hug
Our Ref: D53/28087/2014

Director General,
National Commission for Science, Technology and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR KIPRONO TOO ISAAC – REG. NO. D53/28087/2014

I write to introduce Mr. Kiprono Too Isaac who is a Postgraduate Student of this University. He is registered for MBA degree programme in the Department of Business Administration.

Mr. Kiprono Too intends to conduct research for a MBA Project Proposal entitled, “Managerial Roles in Implementation of County Strategic Plans in Kenya. A Case of Nandi County”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL
Kiprono Too Isaac  
Kenyatta University  
P.O. Box 43844-00100  
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Managerial competence and implementation of strategic plans in Nandi County Kenya”. I am pleased to inform you that you have been authorised to undertake research in Nandi County for the period ending 30th May, 2018.

You are advised to report to the County Strategic Implementation Committee and the County Government of Nandi before embarking on the research project.

On completion of the research, you are expected to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.

BONIFACE WANYAMA  
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Government  
Nandi County.

The County Strategic Implementation Committee  
Nandi County.