FACTORs INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN LOCAL AUTHORITIES IN MIGORI COUNTY

BY:

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APRIL, 2013
DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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DEDICATION

This work is dedicated to my elder brother Jonathan Kirui for instilling the value of education in my early life. Special dedication also to my wife, Lilian C. Kirui, and our beloved children Kevin, Brian, Collins, Dan and Cynthia for their love and encouragement. God bless you abundantly.
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ABSTRACT

While strategy is a practically central concern in contemporary management, its successful implementation remains an essential challenge for virtually any organization. In situations where the organization’s environment is changing, the organization itself is faced with a need to change. The fact that local authorities in Kenya were in transition following promulgation of the new constitutional dispensation, required an appropriate background and detailed understanding on previous and existing strategic challenges so that a new shift was established. In rhythm with this, the study was intended to investigate the significant institutional factors that influenced the overall push of the authorities to their pre-determined strategic goals. The thematic focus was on organizational culture, structure, leadership and financial resources. Towards achieving this, the study purposively targeted a case of Migori County to form a basis for objective generalization. The county had five local authorities in whose purview the target population of 180 staffers was constituted. Sampling was conducted by proportional stratified sampling to generate ultimate respondents of 90 whose views and opinions led to the study’s generalizations. From the identified respondents/informants, interviews and questionnaires were administered to collect the required data, which was processed and analyzed using descriptive statistics and content analysis.

Organizational culture, structure, strategic leadership, and financial resources affected implementation of strategic plans in Migori County local authorities. Culturally, poor internationalization of mission and strategic content, lack of participation in making of rules and regulations, lack of operational manuals, insensitive employee development policies, and highly structured downward communication effected employees’ mobilization to executing strategic plans. Organizational structures of the local authorities influenced implementation of strategic plans in the forms of task allocation, decentralization of authority, span of control, hierarchical length, employee co-ordination and integration, and structural flexibility. Management did not give employees required independence in performing their implementation duties. Also, authority was more centralized than decentralized, making employees wait for instructions from the top. In addition, spans of control were relatively big and difficult for efficient control. The long hierarchy derailed most of the essential decisions as information flow delayed to a large extent. Structurally, the authorities were more rigid than flexible as they hardly conducted reviewed regularly.

Employee leadership influenced implementation of strategic plans through managerial involvement, employee support, downward communication, conflict resolution, and employee representation in key decision making. The extent to which management committed itself to strategy execution was not satisfactory. This yield employee resistance, meaning that management did not have super support from the shop-floor employees. Moreover, the downward communication was strictly formal and missing the requisite personal touch, while conflict resolutions did not meet the employees’ benchmark. Finally, financial resources affected strategic implementation through budgetary allocations, financial controls, revenue efficiency, and external donor support.
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<tr>
<td>ADC</td>
<td>African District Councils</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>DC</td>
<td>District Commissioner</td>
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<tr>
<td>DO</td>
<td>District Officer</td>
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<tr>
<td>DVDs</td>
<td>Digital Versatile Disks</td>
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<tr>
<td>GOK</td>
<td>Government of Kenya</td>
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<tr>
<td>OVI</td>
<td>Objectively Verifiable Indicators</td>
</tr>
<tr>
<td>PC</td>
<td>Provincial Commissioner</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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OPERATIONAL DEFINITION OF TERMS

Strategic Plan:
The blueprint that details how an organization intends to attain specified and pre-designed objectives

Strategy Implementation:
A process through which a conceived corporate strategy is systematically transformed into expected outputs

Organizational Culture:
The specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization

Organizational Structure:
The hierarchical arrangement of organizational roles that defines how authority and responsibilities are shared for achievement of commonly held purpose

Corporate Leadership:
The organization’s ability to influencing followership to a defined goal from employees
CHAPTER ONE

INTRODUCTION

1.1 Background Information

This background sub-section deals with a systematic dissemination of the significant issues concerning the area of study. It begins with a detailed explanation of meaning and scope of strategic plans on whose basis the concept of strategy implementation is built. Later, the background content involving local authorities and governance in Kenya is introduced and discussed for the intent of understanding and placing the research problem in its contextual scope.

1.1.1 Strategic Plans

Over the past decades, researchers have investigated the effects of formal strategic plans on overall performance in organizations. Many have concluded that there is no consistent association between the process leading to strategic plans and performance (Cappel, 2000). Steiner (2009) provides a thorough conceptualization of a strategic plan that it is an attitude and an outcome of a process concerned with the future consequences of current decisions. Despite research by Steiner (2009) and others founded on the critical assumption that strategic plans are important, the debates rages on in the literature; the key question being if there is really a link between strategic plan formulation, implementation and organizational performance.
Langley (1998) also provided support for the benefits of strategic plans, identifying four roles of formal planning. In the public role, formal strategic plans are intended to impress or influence outsiders. The information role provides input for management decisions. The group therapy role is intended to increase organizational commitment through the involvement of people at all levels of the organization. Finally, the direction and control roles are fulfilled when plans serve to guide future decisions and activities toward some consistent ends.

According to Roach and Allen (2003), the strategic plans are the product of the best minds inside and outside the corporation. The process considers future implications of current decisions, adjusts plans to the emerging business environment, manages the business analytically, and links, directs, and controls complex enterprises through a practical, working management system. This process plays a vital role in firm performance (Roach and Allen, 2003). Cartwright (2007) suggests that effective strategic plans are not as rational and analytical as it has been portrayed in the literature. Robinson and Pearce (2004) argues that formal strategic plans are a conceptual activity suited solely to larger firms and therefore have no effect on the performance of small firms.

Finally, Sinha (2010) appears to have empirically established some kind of a planning-performance linkage. He examined 1087 decisions made by 129 Fortune 500 firms between 1992 and 1996. Consequently, he concluded that characteristics of the decisions accounted for 15 percent of the variance in data and therefore should be regarded as important determinants of the contribution strategic plans make to decision making.
1.1.2 Implementing Strategic Plans

Implementing a strategy, according to Pearce and Robinson (2007), is the process through which a set of agreed work philosophies is translated into functional and operational targets. Kotter and Best (2006) support this position when they state that implementation addresses the who, where, when and how, and it is thus the tactic that drives the strategy of the company. According to Hussey (2000), implementation follows a six step process namely, envision, activate, install, ensure, and recognize. He further states that the implementation of strategy remains one of the most difficult areas of management. Its success depends both on the selection of an appropriate strategy and converting that strategy into action.

Kotter and Best (2006) see the real challenge in strategic planning resting with turning tactic into a strategy for the company and doing this requires effective implementation. Implementation involves activities that effectively put the plan to work. Implementation of the tactic drives the strategy of the company. Strategy implementation is likely to be successful when congruence is achieved between several elements crucial to this process. This may be grouped into two groups of structure and process elements. Structure defines the configuration of a company showing the relationships that exists between the various parts of the company. The process element includes leadership, culture, resources and other administrative procedures. The structure of the company should be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the structure or for the strategy itself. Chandler (2002) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations.
Hussey (2000) explores the subject of successful strategy implementation by introducing the concept of “soft” and “hard” aspects of implementation. He argues that there are soft and hard elements which need to fit together if the strategy is to be implemented. The soft elements comprise the behavioural dimensions while the hard elements comprise the analytical dimensions to the process of making and the subsequent implementation of strategy. He contends that the issue then becomes one of creating a strategic fit between the soft and hard elements and organizational variables. To be successful, the strategic plan must have the support of every member of the firm. This is why the top office must be involved from the beginning. A company's leader is its most influential member. For effective implementation of strategy, there is need for adequate leadership in the organization. This will ensure that all the organizations effort is united and directed towards achievement of the organizations goals (Pearce and Robinson, 2007).

It is important that the culture of the organization be compatible with the strategy being implemented. Roy (1994) argues that corporate culture is one of the important attributes characterizing the management of excellent organizations. Such organizations achieve a fit between their strategies and culture. Lack of this fit can lead to resistance that in turn may frustrate the strategy implementation effort. The strategy to be implemented should be realistic in relation to available resources. Human capital is an important resource in the organization, therefore training and development is very important for improved performance. Such training is important for enhancing ability to develop and strategy implementation. In order to enhance effective strategy implementation, there is need to have adequate administrative process and procedures in place.
1.1.3 Local Authority in Kenyan Context

Local Government has been defined differently by different people and organizations. The Omamo Commission of Inquiry on Local Authorities defines Local Government as a system of government whereby the state allows the establishment of local units of government with powers and authority to make local decisions on matters that affect the local communities and to mobilize local resources for implementation or execution of the decisions made (Omamo, 1995). Wanjohi (2003) considers Local Government as an institution whose operations addresses the needs and aspiration of the citizenry and also extends the administrative and political control to the community.

Local Government has many objectives. However the main one is to respond to local community demands. The Omamo (1995) report highlights the objectives of Kenyan local authorities as to establish local representative government institutions through which appropriate services and development activities can be made more responsive to the wishes and initiatives of the local community; provide opportunities for local communities to exercise their democratic right to self governance and determination at the local levels of society, and to encourage and develop initiatives and leadership potential; mobilize human and material resources through the involvement of members of the public in their local development; and provide a two way channel of communication between the local communities and the central government.

To undertake these mandates Local Authorities are empowered by the current Local Government Act Cap. 265 of the Laws of Kenya part XIV to make and enforce by-laws; to
raise funds through rates, fees and other user charges to implement their obligations. The LGA cap 265 part XV sections 212 to 221 provide Local Authorities with the financial provisions for the management of funds in terms of annual and supplementary estimates, expenditure, capital and consolidated funds, general rate and reserve funds. Other responsibilities like borrowing powers, issue of stocks and bonds, appointment of receivers; accounts and audit balancing of reports are mandated under Parts XVI - XVIII sections 222 to 245 (Omamo, 1995).

The Local Government Regulations (1963) provided the councils with some powers and responsibilities including those of imposing fees and charges and acquisition and dealings in land among others. The Local Authorities provided a wide range of services including primary education, health, road maintenance, water and sanitation, public housing and land administration. During the same period apart from the Local Authorities there existed another administrative structure consisting de-concentrated provincial administration system emanating from central government. These dual structures remain to date and have sometimes caused governance problems (Kinyanjui, 2003). After independence, the Local Government Regulations of 1963 were replaced by the current legislation, the Local Government Act (Cap 265 of the Laws of Kenya). This Act passed by the National assembly in 1977 has been amended several times to address the changing Local Government environment (Muia, 2005).

Local authorities in Kenya are established under the Local Government Act Cap 265. Once constituted, the first function of the councilors is to elect their mayor in respect of the City
Council of Nairobi and the Municipalities, or the chairperson in the case of county and town councils. After the election of the mayors or chairpersons and their deputies, the councils elect the chairpersons and their deputies of the various committees. The Local Authorities therefore work through legally constituted committees of elected and nominated councilors. The responsibilities of councilors include formulating policies and planning of activities that help the community engage in socio-economic and political responsibilities in their areas (Omamo, 1995). The council committees discuss departmental programmes and activities and propose their budgets. These budgets finally form the council budget discussed during the council budget day.

There were five parent local authorities spread across Migori County. They include Rongo Urban, Awendo Urban, Migori Municipal, Migori County, and Kehanca Municipal councils. The administration structures in each of the authorities, headed by the town clerk, were similar in roles and responsibilities. The eight key departments in the authorities were finance, environment, engineering, inspectorate, housing and social affairs, education, public health, and planning. Each of these was headed by a head of department whose span of control includes divisional or operational heads.

1.2 Statement of the Problem

Miller (2000) found in his research that the victories and strengths of companies can often be the cause of their future strategic failure. He consequently delineated four major causes of strategic failure: leadership traps, monolithic cultures and skills, power and politics, and structural memories. All of these causes emerge while an organization is experiencing
success especially in its strategic initiatives. He advocated for a participatory form of leadership where every individual has a role in executing strategy; common and responsive cultures; and popular organizational structures embedded on logic and resource ability as essential pillars for high-quality realization of strategy.

In Kenya, local authorities were on transition with respect to strategic planning. They were required by the government to carry out strategic planning which was previously not the case (GOK, 2012). Consequently, therefore, the entities that were essentially traditional in orientation had to find new ways of dealing with the issues facing them including increasing competition from private enterprise participation. A study by Mwema (2008) inferred that 78% of the Kenyan local authorities were unable to self-sustain their operations due to internal inefficiencies that required pragmatic restructuring. He specifically affiliated anomalies to poor work ethics, rigidity in management, misallocation of resources, and structural inefficiencies. The study was, however, limited to the former Eastern Province.

From the foregoing, it was imperative that strategic implementation was embraced as one of the major steps the authorities would take to address the challenges they faced in enhancing the quality of their services to the respective jurisdictions. In addition, the national resource management was structurally in transition as a result of promulgation of new constitution, and the new resource managers needed a critical understanding of previous and existing influencing forces that derailed achievement of strategic intents. This study matched this gap as it was sets to carry out an analysis of the institutional factors that influenced implementation of strategic plans in local authorities in Migori County of Kenya. It was
geared to point out the established causes of failure before and to aid in having surveillance to avoid a vicious repeat elsewhere.

1.3 Research Objectives

The study’s objectives were broken down into general and specific.

1.3.1 General Objective

The general objective of this study was to analyze factors influencing implementation of strategic plans in local authorities.

1.3.2 Specific Objectives

The study was set to achieve the following objectives:

(i) To establish the extent to which organizational culture embraced by the local authorities influenced implementation of strategic plans,

(ii) To examine how organizational structure adopted by the local authorities influenced realization of efficiency in implementing strategic plans,

(iii) To analyze the influence of corporate leadership on strategic plan implementation in the Kenyan local authorities, and

(iv) To assess the extent to which financial resource at the local authorities influenced implementation of strategic plans.
1.4 Research Questions

Towards achieving the pre-determined objectives, the study sought to find solutions to the following research questions:

(i) To what extent does the embedded organizational culture influence implementation of strategic plans within the local authorities?

(ii) How does organizational structure and patterns adopted by the local authorities in Kenya influence realization of strategic plan intents?

(iii) What influence does the corporate leadership embraced by local authorities has on their strategic plan implementation?

(iv) To what extent do financial resources influence implementation of strategy implementation at the local authorities?

1.5 Significance of the Study

This study was anticipated to be of paramount significance to a number of both internal and external information users who include local authority managers, strategy executors, government agencies and funding partners. The managers and strategy executors would benefit from popular views and opinions on their commitment and approaches to implementing strategic plans, while the external government agencies such as Efficiency Monitoring Unit (EMU), Vision 2030 Secretariat and auditors would easily access pre-requisite information for respective decision making. The funding agencies on the other hand would be enabled to determine the efficiency with which their inputs were converted unto outputs. Finally, the study’s findings were set to induce a renewed dimension of service
delivery by the authorities to their clients (the public) through anticipated enhancement of internal efficiency.

1.6 Scope of the Study

The study was limited to analysis of the significant institutional factors that had influence on implementation of strategic plans within the context of local authorities in Migori County. The target local authorities included Rongo, Awendo, Migori Municipal, Migori County and Kehancha Councils. Specific recommendations were pegged on the entities’ organizational culture, structural patterns, corporate leadership and financial resources as predictor variables for implementation of strategic plans.

1.7 Limitations of the Study

The fact that this study was conducted during the political agitation for reforms in local governance to match provisions of the new constitutional dispensation which favours defined devolution, worked to constrain findings reliability through possible information filtering from the part of respondents/informants. Efforts, however, were made to alienate the study intent and the practical devolution debate through clarifications and sensitizations.
CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

For purposes of understanding the study area and putting the research questions in right scope and context, a guided review of literature as contained in this section is done. The key areas covered include conceptual framework, theoretical reviews, empirical reviews, critical review and summary of existing research gaps to be filled by this study.

2.2 Overview of Strategic Plan Implementation

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science and its research history has previously been described as fragmented and eclectic (Noble, 2000). It is thus not surprising that after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented.
An Economist survey found that a discouraging 57 percent of firms were unsuccessful at executing strategic initiatives over the past three years, according to a survey of 276 senior operating executives in 2004 (Allio, 2005). According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation was the most significant management challenge which all kinds of corporations faced at the moment. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. It is thus obvious that strategy implementation is a key challenge for today’s organizations. There are many (soft, hard and mixed) factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control (Allion, 2005).

2.3 Theoretical Framework

For the purposes of this study, four theories on implementation of strategy are reviewed to form its conceptual basis. They include sequential thinking, electric implementation, adaptive and holistic theories as explained in the proceeding sub-section.

2.3.1 Sequential Thinking Theory

Hrebinjak and Joyce (2006), suggests that implementation is not only an important and difficult process but also a complex field of research. Most often than not, it is regarded as miscellaneous, interdisciplinary and particularly concerned with the integration of management disciplines. As a practice, it greatly focuses on the performance of
organizations. Based on an extensive analysis of firms exhibiting and sustaining an unusual high-performance and firms able to achieve such a state in the short run, they identified four key factors influencing high performance. These are, Direction: developing a clear strategic direction; Efficiency: establishing a fast and effective organization; Adaptability: developing an adaptive culture; and Focus: Shifting from focus on customer and cost reduction to the broad picture.

According to Hrebiniak and Joyce (2006), the people in charge of implementation need both a sequential and a simultaneous thinking. This particularly applies to key decisions. The sequential thinking defines a logical sequence or chain of causality or the relationship between consecutives and interconnected events. To design this chain, a manager should decide on the event or the first action (A) to be implemented. This raises the questions of what are the effects on event (B) and alternatively what are the necessary changes in (B) to support the implementation of (A). This implies that the relationship between event A and B must be established. After it will be necessary to discern the link between the following events until the last relationship is established (Z). Although the utility of such step–by–step analysis is relevant to the rational development of the implementation process, the underlying simplicity and narrowness of scope is not enough. Consequently, the manager will need an integrative vision of the events to infer the total or final effect in the function and structure of the organization if each event is implemented and takes place.
Analysis in the implementation process should therefore be conceptually broad and not entirely focused on specific events. Of course, embedding sequential and simultaneous thinking into the decision-making process of organizations is not an easy task and in some cases, it might be impossible. In general, the complexity of problems is reduced by fragmenting them into smaller and manageable parts, often at the cost of losing the broader perspective. However, as occurs in the formulation stage, the role of managers and their individual capabilities can provide the necessary combination of specific and integrative analysis. However, an organization must be able to institutionalize key capabilities embedded in individuals in order to sustain functions over time (Joyce, 2009).

2.3.2 Electric Implementation Theory

This theory suggests integrating different managerial perspectives and theoretical viewpoints. It further suggests that a successful strategy implementation is a function of variables that in theory have been developed and studied separately but that in practice must be fully integrated. The integration of such variables defines the implementation process. The degree of usefulness of the process on the other hand is driven by at least six criteria. An implementation process (or model) increases its value if at least it is logic, operational, economic, balanced, manageable and efficient (Jofre, 2011).

Logic is necessary to build an implementation process within a rational framework that is meaningful to the organization. Logic also allows deductive construction from which we can derive further implementation activities or sequences. Logic is not entirely based on experience or instinct but also in facts and therefore allows us to develop an implementation
framework that combines both theory and practice. A useful model for implementation should, in addition to logic, be expressed in terms of operational and concrete actions that are tangible and verifiable or that at least are meaningful and objective. By doing so, the model will allow us to induce greater change by identifying or solving more issues (Jofre, 2011). In this context, implementation should be economic or frugal, or in other words, capable to address a complex process with the minimum number of variables. If the model is also capable to balance theory and practice – as well as facts and assumptions – then it will allow a more accurate implementation. In this contexts model should not be a recipe of what to do but also of about the implications of doing. This regards the balance between the contingency (eventualities) and the prescription (directions) perspective, or in other words the reconciliation between theories and laws (Jofre, 2011).

One of the most difficult tasks when implementing strategies is that decision-making occurs in a context of complexity and uncertainty. Hence, a useful implementation model should be able to make sense of complexity and uncertainty and therefore, to be manageable according to the limitations of our cognitive capabilities. Efficiency implies that decision and actions not only should deal with complexity but also with constraints or limits to available resources and capabilities. In the perspective of efficiency, at least three forms are depicted: economic, cognitive and ethical efficiency. Economic efficiency is the most known of these forms and regards the development of actions with the least financial cost as possible (Jofre, 2011).
2.3.3 Adaptation Theory

If a firm is capable to develop an implementation model or process taking into consideration criteria for higher usefulness, one could anticipate a higher degree of congruence between achievements and expectations. A robust implementation, or an implementation with a strong fit, should be highly congruent. In the strategy process, the principle of congruence applies not only to the desirable alignment between expectations and results, but also to the alignment of theory and practice, and of function and structure. One should not forget that after all, the strategy process originates in part from the need to align systematically the function and structure of the firm with changes in the environment. In the overall context of congruence and fit, but particularly in the perspective of implementation, two activities are of great relevance: adaptation and search (Hrebiniak and Joyce, 2006).

The adaptation of organizations to changes in its environments has been the focus of extensive literature during the last decades. From the perspective of strategic management such research broadly focuses on the creation of strategies for efficient adaptation and the reasons why some firms evolve to perform better than others do. Porter (2003) for example explains these issues from the point of view of advantageous positioning in markets (competition), while other views emphasize the role of developing specific capabilities (differentiation) as a more effective adaptation mechanism.

In the implementation stage, search refers to activities aimed at producing information useful to reach an efficient fit among strategies, the organizational capabilities, resources, and the ongoing and intended practices and procedures. In general terms, the search in organization
is believed to be influenced or driven by few factors (Jofre, 2011). Literature suggests that commonly, a search will be focused on the areas of the firm with a relatively high competitive advantage or on those more competitive resources and capabilities. Conversely, resources that are keys for performance will drive the search towards the ways to enhance their effect over competitive advantage (Hrebiniak and Joyce, 2006).

2.3.4 Holistic Strategy Implementation Theory

In quest of finding a model for strategy implementation that could overcome existing deficiencies, Bourgeois and Brodwin (2004) have created a five-model system for strategy implementation categorizing strategy implementation practices. It shows different positions or viewpoints one might assume while implementing strategy. The commander model draws its influences from the military life, in the sense that the CEO wields absolute power. In this model the CEO is the rational agent behind the strategy decisions and plays no role in implementation. The CEO-model’s works best with a powerful executive with few personal biases and vast and accurate sources of information (Bourgeois and Brodwin, 2004). The change model is based on planned interventions in the organization’s structure and systems, which will set off the desired behavioral outcomes. This model creates the ability to carry out more complicated strategic plans than the commander model, but also creates an additional inflexibility for unanticipated events and changes of plan (Ibid).

The collaborative model extends the power of strategic decision-making from the CEO to the organization’s management team. This model helps to motivate the managers and also provides the strategic decision-making–process with more information and cognitive capital.
The problem of this model results from the fact that collaboration does not reach beyond top management. More decision making also means more politics and conflicts of interest, which may mean less rationality (Ibid).

2.4 Empirical Literature Review

Both Skivington and Daft (2001) and Noble (2000) classify implementation variables into two dimensions: framework and process, but with different content in their categories. Skivington and Daft (2001) stipulate two generic types of strategic decisions - low cost and differentiation - that need to be implemented through two organizational modalities, namely framework and process. An organization’s framework is represented by its rules and resources. The organization’s process is represented by interactions, meanings, and sanctions. Skivington and Daft’s findings begin to bridge the gap empirically between framework and process views to capture the multidimensionality of business level strategy implementation. Their findings indicate that low cost and differentiation strategy implementation employ different variables, and that a specific pattern of variables may exist for each type of strategy.

In essence, the study of Skivington and Daft (2001) and Noble (2000) reviews strategy implementation research from a structural view (emphasizing organizational structure and control mechanisms) and an interpersonal process view (emphasizing strategic consensus, autonomous strategic behaviors, diffusion perspectives, leadership and implementation style, communication and interaction processes). Noble and Mokwa (2003) add a third view – the individual-level processes view, emphasizing cognition, organizational roles and commitment besides the structural and interpersonal process view.
Beer and Eisenstat (2000) examine 12 profiles in depth from 4 companies – 10 for business units and 2 for corporate. They put forward six silent killers of strategy implementation which are rarely publicly acknowledged or explicitly addressed just as follows: top-down or laissez-faire senior management style (9 of 12 cases); unclear strategy and conflicting priorities (12 of 12 cases); an ineffective senior management team (10 of 12 cases); poor vertical communication (9 of 12 cases); poor coordination across functions, businesses or borders (9 of 12 cases); inadequate down-the-line leadership skills and development (8 of 12 cases). Among them, poor vertical communication is treated as a core barrier which not only hinders strategy implementation but also impedes discussion of the barriers themselves. The six killers are grouped into three categories: quality of direction, quality of learning and quality of implementation.

Studies lead by Pettigrew (2005) group implementation variables into a larger number of categories. These categories are: strategic content, context (consisting of organizational context: organizational structure, organizational culture; and environmental context: uncertainty in the general and uncertainty in the task environment), process (operational planning, resources, people, communication, control and feedback) and strategic outcome. Okumus (2001) also adopts the above framework, but adds three new variables. The revised implementation framework includes four parts: content (strategic decision, multiple project implementation), context (internal context: organizational structure, organizational culture, organizational learning; external context: environmental uncertainty in the general and task environment), process (operational planning, resources allocation, people, communication,
monitoring and feedback, external partners) and outcome (tangible and intangible outcomes of the project).

Manyasi (2009) took a study on Crisis Management and revealed that managers do not use a proactive approach to crises management during strategy implementation. They lack knowledge about strategic actions such as integrating crises management into strategic process, integrating crises management into statements of corporate excellence, creating crises management teams and including external expertise. The organizations did not have a crisis management plan. The researcher recommends inclusion of competent public relations officers to perform all functions including crises management, training and workshops in crises management, and executive development programmes.

Finally, Bidemi (2009), in his study on strategic implementation for higher education in Kenya expressed that the public has become targets for the extraction of revenue. Private entry schemes increased workload of instructors and consequently lowered quality without evaluating implications of access, standards and equity issues.

2.5 Critique of Existing Literature

As demonstrated in the preceding literature review, implementation of a strategic plan is elevated as a determinant of success or failure that is deeply connected to the formulation process, and the functioning and structure of the organization. However, in spite of its relevance, implementation is by far the least studied and documented stage in the strategy process according to Hitt et al. (2006). In general, studies in the field place formulation and
implementation at the same level in the strategy process, as if being one continuous stage, while evidence and logic suggests that although highly intertwined, they are two very different phases. Similarly, the secondary source in the Kenyan context referring to implementation of strategic plans is scanty especially within the precincts public governance.

General literature also suggests that implementation could be a major determinant of the organizational performance (Hitt et al., 2006). In the eventuality of two firms implementing the same strategy the resultant performance is likely to be different. This might be explained once again in terms of resources and capabilities, and the uniqueness resulting from their distinctive use and development over time. Although resources might be the same, the resultant objective will anyway differ in terms of performance and eventually in terms of quality. A strategy, thus, produces different performance according to the characteristic functioning and structure of the organizations that is determined by its unique use of resources and capabilities. These unique resources have hardly been exhaustively investigated and documented by any research for comprehensive analysis and dissemination. This has resulted to theoretical frameworks with a widening consistency-variance providing a prelude to knowledge disharmony.

2.6 Research Gaps

Implementation of strategic plans in organizations is a research area that cuts across different fields of social sciences including strategic management, organizational theory, and organization development. According to Hitt et al (2006), the result of this intertwined complexity is rightly construed to activate a comprehensive investigative endeavor to bring
forward a universal model concerning reality and ideal-think underpinning the concept of strategy implementation.

Despite heightened interests on formulation unlike implementation of strategic plans, there is an evident geographical bias when deciding most studies’ operational scopes. As a result, most of the generalizations regarding strategy implementation are based on populations extracted from developed economies and advanced organizational set-ups as opposed to small and developing contexts. This augurs well for a subjective reference but adds little value if objectivity and exclusivity are the bases for deductions. It is this argument that informs the design of this study where none of the same has been conducted with the intent of adding diversity to existing subjective knowledge. The choice of the Migori County as study location and variable scope is embedded on the ideals of fair inclusion and geographical representativeness which are key ingredients towards universal theory formation. Based on proposed design and methodology on the target population, it is highly anticipated that this study will induce a renewed debate and further researches on relationship between an organization’s institutional factors and optimality in strategic plan execution.

2.7 Conceptual Framework

The study’s thematic intent is based on preposition by Hill and Jones (2010) that strategy implementation involves the use of organizational design, which is the process of deciding how a company should create, use, and combine organizational culture, structure, leadership and control systems such as available resources to pursue a business model successfully. Fig 2-1 is the study’s conceptual framework.
The culture describes the characteristic ways - “this is the way we do it around here” - in which members of an organization get the job done. According to Peters and Waterman (2006), organizational culture is more than emotional rhetoric; the culture of an organization develops over a period of time is influenced by the values, actions and, beliefs of individuals at all levels of the organization. As organizations grow, the size and number of their functions and divisions increase. To economize on bureaucratic costs and effectively coordinate the activities of people, functions, and divisions, managers must develop a clear and unambiguous hierarchy of authority. Every manager, at every level of the hierarchy, supervises one or more subordinates (Richards, 2006).

Hill and Jones (2010) explain that management imprints its values and management style on the organization. Similarly, in the public sector the leadership style established by the Government is transmitted to the company’s managers; as the company grows, it typically attracts new managers and employees who share the same values. Rules and procedures and
direct supervision are less important when shared norms and values control behavior and motivate employees. Effectiveness in resource allocation also requires that managers continuously monitor their structures and control systems to find ways to restructure or streamline them so that they operate more effectively. Their culture is often based on values that emphasize the bottom line. Organizations strive to control employees’ behavior by linking reward systems to their control systems (Hill and Jones, 2010).
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter introduces the research methodology to be used in meeting the preset study objectives. In particular, it explains the research design, target population, sample size and sampling procedure, research instruments, research validity and reliability, and data analysis.

3.2 Research Design
The study adopted a descriptive research design which, according to Yin (2003), is structured to examine a number of logical sub-units or units of analysis within organizations. Morris and Wood (1991) acknowledge the importance of descriptive design especially when the intent is gaining broader understanding of the context of the research and processes being enacted. Moreover, they argue that the design has considerable ability to generate answers to the questions of ‘why?’ and well ‘what?’ and ‘how?’ questions.

3.3 Target Population
The study targeted collecting information that represented the guided knowledge of all the strategy executors within the five local authorities in Migori County. In each of the local authority, there were 8 distinct departments – under supervision of heads of department - charged with varying roles in implementing various strategic plans. The departments included planning, engineering, education, housing and social affairs, inspectorate,
environment, public health, and finance. Further to these, there were a total of 27 supervisory or operational divisions in each of the target organizational entity. In the study, all the departmental heads, divisional managers, and town clerks had equal chances of selection to the sample, thus giving a total of 180 target population units.

3.4 Sampling Procedure

The researcher administered instruments on sample participants who were objectively constituted using stratified random sampling method at 0.5 sampling ratio. The county local authorities were the bases for stratification. According to Bell (2005), a minimum number equivalent to a third of entire population for statistical analyzes provides a useful rule of thumb for each study category. Table 3.1 explains further on how the sample participants were selected.

Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>Local Authority</th>
<th>Population Size</th>
<th>Sampling Ratio</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rongo Urban Council</td>
<td>36</td>
<td>0.5</td>
<td>18</td>
</tr>
<tr>
<td>Awendo Urban Council</td>
<td>36</td>
<td>0.5</td>
<td>18</td>
</tr>
<tr>
<td>Migori Municipal Council</td>
<td>36</td>
<td>0.5</td>
<td>18</td>
</tr>
<tr>
<td>Migori County Council</td>
<td>36</td>
<td>0.5</td>
<td>18</td>
</tr>
<tr>
<td>Kehancha Municipal Council</td>
<td>36</td>
<td>0.5</td>
<td>18</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>180</strong></td>
<td><strong>0.5</strong></td>
<td><strong>90</strong></td>
</tr>
</tbody>
</table>

Source: Ministry of Local Government
In the ultimate sample, all Local Authority clerks and departmental heads were purposively included, while the remaining 9 respondent-slots were filled by simple random sampling technique.

3.5 Research Instruments

The study deductions were pegged on both secondary and primary data. The secondary data formed the basis for comparison with findings and as a building block to answering research questions. This was obtained through desk reviews of documented sources. On the other hand, primary data were collected using questionnaires and interviews. While the use of questionnaires made each respondent respond to the same set of questions and providing an efficient way of collecting responses from a large sample prior to quantitative analysis (Dillman, 2000), interviews helped the study to gather valid and reliable data that were relevant for clarifications.

3.6 Instrument Validity and Reliability

Dornyei (2003) argues that research instruments are measurement devices that must possess adequate reliability. He identifies pre-testing as one comprehensive procedure towards enhancing instrument reliability. This underlies the intent of this study to conducting a rigorous instrument validation exercise through pre-testing. The pilot units, equivalent to one-tenth of the proposed sample size, were obtained from comparable members of the population from which the sample for the full study was taken. The study’s content validity was attained through expert opinion by the supervisors, identification of relevant indicators through extensive search of the literature on the concept to be measured, while the criterion
validity was accomplished through a good knowledge of theory relating to the concept so that the researcher decided what variables were expected to be predicted by and related to it and a measure of the relationship between the measure and those factors.

3.7 Statistical Analysis of Data

The researcher examined the collected quantitative data to make inferences through a series of operations involving editing to eliminate inconsistencies, classification on the basis of similarity and tabulation to relate variables. Subsequently, the refined data were analyzed using descriptive statistics involving percentages and mean scores to determine varying degrees of response-concentration. These statistics were generated with aid of the computer software, Statistical Package for Social Sciences (SPSS) Version 20.0. The qualitative data were analyzed using content analysis technique. This involved the making of inferences about textual data by systematically and objectively identifying special characteristics, classes or categories within them.
CHAPTER FOUR
DATA ANALYSIS

4.1 Introduction

This chapter presents the study’s findings based on analysis of its primary data. To facilitate ease of dissemination and understanding for the target audience, presentation of findings is done using tables and figures. Moreover, below each statistical presentation relevant explanations and interpretations are given.

4.2 Response Rate

From the targeted population of 90 respondents who were all drawn from the local authorities in Migori County, a total of 75 responded. This added up to a response rate of 83% which was considerably sufficient to guarantee representative findings. According to Bell (2005), a response rate of 60% is adequate to permit data analysis. Table 4.1 shows the contributive proportions of responses obtained from the five local authorities.

<table>
<thead>
<tr>
<th>Table 4.1: Responses from Local Authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Rongo Urban</td>
</tr>
<tr>
<td>Awendo Urban</td>
</tr>
<tr>
<td>Migori Municipal</td>
</tr>
<tr>
<td>Migori County</td>
</tr>
<tr>
<td>Kehancha Municipal</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)
Rongo urban council contributed to the study at the highest rate of 23% followed by Awendo urban council with an input of 21%. Kehancha Municipal, Migori Municipal and Migori County councils contributed at 20%, 19% and 17% respectively. The fact that responses were attained from all the target entities reflected highly anticipated representativeness.

The responsive respondents had worked in their respective local authorities for durations ranging from 2 years to 24 years as further explained in Fig 4.1.

![Fig. 4.1: Length of Service to the Local Authority](image)

Source: Migori County Local Authorities Research Data (2013)
Fig 4.1 shows that the largest group of respondents, equivalent to 33%, had a service length of 9 – 12 years in the councils, while the longest services of more than 12 years constituted 15% of employees. Those who had served between 6 and 9 years were 28%, while 9% had 3 – 6 years accumulation at work. The shortest work durations were obtained from 15% of the staffers. From these findings, it was evident that the study obtained responses from employees who had generally served the councils for reasonably enough duration to give dependable feedbacks.

4.3 Organizational Culture and Implementation of Strategic Plans

Aosa (2002) notes that lack of compatibility of strategy and culture can lead to resistance to change and frustrate strategy implementation efforts. In this study, such compatibility was measured using indicators such as understanding and subscribing to corporate mission, rules and regulations, operational manuals, employee development policy, strategy innovation, and decision making.

4.3.1 Subscribing to Organizational Mission

On an ascending ordinal scale of 1-3, respondents were asked the extent to which employees working under them understood and subscribed to the local authority’s mission content. The responses were analyzed by use descriptive statistics as shown in Table 4.1.
### Table 4.2: Work Compliance with Corporate Goals

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Skewness</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent of Subscription to Authority Mission</td>
<td>75</td>
<td>2.07</td>
<td>.704</td>
<td>-.094</td>
<td>.277</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

The distribution’s means score was found to be 2.07, meaning that employees’ understanding and support towards attainment of corporate mission was marginally above average. Moreover, the derived standard deviation of $\nu < 1$ (0.704) implied that the extent of response-agreement was high, but inclined more to the left hand-side as reflected by the -.094 value of skewness. The interpretation for this is that though all employees worked for the authorities, some of them did not understand core corporate objectives underlying their individual responsibilities.

### 4.3.2 Corporate Rules and Regulations

Wilson (2009) asserts that allowing employees to participation in key decision-making process results in successful value creation in many organizations. In this study, two main parties responsible for decision making of work-related rules and regulations were established as presented in Table 4.3.
Table 4.3: Source of Corporate Rules and Regulations

<table>
<thead>
<tr>
<th>Source</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent Ministry</td>
<td>44</td>
<td>58.7</td>
<td>58.7</td>
<td>58.7</td>
</tr>
<tr>
<td>Management Only</td>
<td>31</td>
<td>41.3</td>
<td>41.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

The study found that 59% of the rules and regulations applied on employees at the authorities were a creation of the parent Ministry. Notably, however, some rules and regulations, equaling 41%, originated from the top echelon of management. This meant that shop-floor employees were rarely or hardly involved in making or contributing to essential rules and regulations that governed their relationships. Such findings contrasted with the idealism advocated by Wilson (2009) and a sheer threat to efficiency in implementing strategic plans.

4.3.3 Operational Manuals and guides

Operational manuals are designed to ensure that specific technical operations are carried out to the satisfaction of management or stakeholders. Based on this, presence of this essential strategy implementation guide was investigated and results presented as shown in Fig. 4.2.
The chart shows that 59% of the studied authorities did not have operational manuals for most of the technical undertaking delegated to them. Only a smaller portion of 41% saw the need to incorporating manual documentations in guiding staff towards achieving common goals. Lacking the manuals and schedules of strategy implementing denied the organization’s employees efficiency of synchronizing their focus towards realization of strategic goals.

### 4.3.4 Capacity Development Policy

Challenges associated with the changing nature of work and the workplace environment are as real for the local authorities as elsewhere. The rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future (Pettgrew, 2005). Thus, management is bound to develop a responsive employee training and development policy to achieve the required fit between strategy and goal realization. In this study, respondents were asked on the key features in their employment
development policies which helped employees to serve diligently and for long. Table 4.4 presents the findings.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Recognition</td>
<td>8</td>
<td>10.7</td>
<td>10.7</td>
<td>10.7</td>
</tr>
<tr>
<td>Minimum Training Time</td>
<td>7</td>
<td>9.3</td>
<td>9.3</td>
<td>20.0</td>
</tr>
<tr>
<td>Job Design</td>
<td>20</td>
<td>26.7</td>
<td>26.7</td>
<td>46.7</td>
</tr>
<tr>
<td>Compensation</td>
<td>23</td>
<td>30.7</td>
<td>30.7</td>
<td>77.3</td>
</tr>
<tr>
<td>Delegation of Duties</td>
<td>6</td>
<td>8.0</td>
<td>8.0</td>
<td>85.3</td>
</tr>
<tr>
<td>None</td>
<td>11</td>
<td>14.7</td>
<td>14.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

The study data show that compensation by way of salary was the highest ranked feature at 31%, followed by job design at 27%. It was noted, however, that about 15% of the respondents did not see significantly held feature in their policies. This was explained that some employees did not know what was contained in the authority’s capacity building policies. Recognition of talent and minimum training time were dismally rated at 11% and 9% respectively. The implication from this is that local authorities had no emphasis on developing the capacity of their employees towards high level achievement of strategic targets.
4.3.5 Strategy Innovation

Efficiency in implementing strategic plans requires that an organization identifies and nurtures internal talent of innovation. This ultimately enables the organization to cut an edge for itself in the market. The extent to which the Migori County local authorities encouraged adoption of differentiated approach in implementing their strategic plans was evaluated and found as in Table 4.5.

<p>| Table 4.5: Encouraging Innovations during Implementation of Strategic Plans |
|--------------------------------------------------|-----------------|-----------------|-----------------|-----------------|</p>
<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monetary Rewards</td>
<td>11</td>
<td>14.7</td>
<td>14.7</td>
</tr>
<tr>
<td>Promotions</td>
<td>12</td>
<td>16.0</td>
<td>16.0</td>
</tr>
<tr>
<td>Non-Monetary Recognitions</td>
<td>26</td>
<td>34.7</td>
<td>34.7</td>
</tr>
<tr>
<td>No Recognition</td>
<td>26</td>
<td>34.7</td>
<td>34.7</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

Monetary rewards for individuals who demonstrated new implementation ideologies and models were least preferred at 14.7%, which closely ranked with preference for promotions at 16.0%. At the higher extreme, non-monetary recognitions (such as certificates) were preferred by 34.7%, while an equivalent portion had no special recognition for their best staff in implementing strategic plans. An outcome of lacking talent recognition and management in the local authorities was increased labor turnover which had moved up from 12% in 2011 to 18% in 2012. These findings confirm WordatWork (2011/12) reports that in North America, almost six in 10 companies had difficulty attracting critical-skill employees; 11%
had trouble retaining special-area employees; and those struggling to retain talented employees increased by five percentage points from 31% to 36% in the US, and four percentage points in Canada (from 35% to 39%).

4.3.6 Communication to Employees

Strategic alignment of internal communication and employee engagement with overall business performance/company targets must be considered to be at the core of successful strategies (Jofre, 2011). The culture of communication was assumed to be another significant influence on strategy implementation. It was determined through the different ways staffers were involved. Findings were as presented in Table 4.6.

Table 4.6: Staff Involvement

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pooling of Opinion</td>
<td>5</td>
<td>6.7</td>
<td>6.7</td>
</tr>
<tr>
<td>Staff Meeting</td>
<td>16</td>
<td>21.3</td>
<td>21.3</td>
</tr>
<tr>
<td>Written Communication</td>
<td>33</td>
<td>44.0</td>
<td>44.0</td>
</tr>
<tr>
<td>Direct Consulting</td>
<td>21</td>
<td>28.0</td>
<td>28.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

Predominantly, the findings show, downward communication at the local authorities was effected by use of written messages with a score of 44%. Other than this, management consulted individuals at 28%, while staff meetings were used at 21%. Pooling of staff opinions was the least use tool of communication at only 6.7%. Okumus (2001) argues that strategy implementation must be owned by every, and to achieve this staff meetings are very
necessary. This is because staff members need to communicate with one another to discuss if any problems occurred and negotiate any employee issues. Staff meetings can also identify what are the goals of a business and how employees can achieve it. Therefore, the fact that local authorities preferred written communications more to staff meetings’ face-to-face modes could easily compromise the authorities’ agenda towards implementing strategic plans.

### 4.4 Organizational Structure and Implementation of Strategic Plans

An organization and its structure vary from company to company. Depending upon the objectives, an organization can be structured in different ways. The structure of an organization determines the way in which it operates and performs. Extent to which organizational structures of Migori County local authorities influenced implementation of strategic plans was measured using task allocation, decentralization of authority, span of control, hierarchical length, employee co-ordination and integration, and structural flexibility.

#### 4.4.1 Grouping of Strategy Implementation Tasks

The local authorities adopted various approaches to duty allocation in strategy implementation. While others favoured management teams, some favoured staff inclusion, independent implantation unit, or use of experts. Further details are presented in Table 4.7.
Table 4.7: Allocation of Implementation Responsibilities

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Staff</td>
<td>12</td>
<td>16.0</td>
<td>16.0</td>
<td>16.0</td>
</tr>
<tr>
<td>Implementation Unit</td>
<td>7</td>
<td>9.3</td>
<td>9.3</td>
<td>25.3</td>
</tr>
<tr>
<td>External Experts</td>
<td>26</td>
<td>34.7</td>
<td>34.7</td>
<td>60.0</td>
</tr>
<tr>
<td>Management Team</td>
<td>30</td>
<td>40.0</td>
<td>40.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

Research data showed that management teams had an upper hand in handling the implementation process. This is according to 40% of the respondents. Those who used external experts such as contractors and consultants constituted 34.7%, and distantly followed by those authorities who preferred their staff to full participation. Yet, 9% of the institutions constituted special implementation units for the implementation assignment. The slim involvement of staff was a worry and lacked justification as to why authorities employed people who were remotely engaged in implementing their strategic plans.

4.4.2 Decentralization of Authority

Regarding decentralization of authority, respondents were asked to express their opinions on how fairly they thought authority was disbursed down the hierarchy among the local authorities. The three-clustered responses were as shown in Fig. 4.3.
The figure shows that local authorities were dissimilar on how they allowed their staffers to hold lien in performing specified official duties relating to implementing strategic plans. A total of 53% of the authorities exercised centralized authority, while 24% unfairly distributed authority. The rest 23% were, nevertheless, fair in their distribution.

4.4.3 Span of Control

Span of control means the number of subordinates that can be managed efficiently and effectively by a superior in an organization. It suggests how the relations are designed between a superior and a subordinate in an organization. There is an inverse relation between
the span of control and the number of levels in hierarchy in an organization, that is, narrower the span, the greater is the number of levels in an organization (Kotter and Best, 2006). The study established spans of control in Migori County local authorities as shown in Fig. 4.4.

![Fig. 4.4: Size of Span of Control](image)

Source: Migori County Local Authorities Research Data (2013)

The figure shows that 35% of the authorities allocated 30-40 employees under supervision of one operational manager. This was closely followed by 29% of the authorities with smaller spans of 20 – 30 staffers. Notably, an aggregate of 16% of the authorities’ structures allowed more than 40 members to be supervised by one operational manager. There were very few (8%) with less than 10-member span, while spans of 10 – 20 people were institutionalized in 12% of the authorities.
The nature of varying spans influenced performed of supervisors and employees differently as shown in Fig. 4.5.

The research found that 57% of the employees were negatively affected by the spans of control while the smaller portion of 43% of employees was not affected. This meant that spans of control in the local authorities were not optimally determined to induce higher achievement in implementing strategic plans.
4.4.4 Hierarchical Difficulties

Challenges emanating from the structural hierarchies adopted by the authorities were investigated using previous experiences of respondents as to if they encountered frustrations in accessing managerial information. The Fig 4.6 shows the findings.

![Graph showing difficulty in accessing management information](image)

Fig. 4.6: Access to Management Information  
Source: Migori County Local Authorities Research Data (2013)

From the figure, it is deduced that 52%, who were the majority, had difficulties accessing essential managerial information which had to flow down the hierarchy. Those who were not affected constituted a proportion of 48%. Thus, hierarchical length was found to be a barrier to efficient implementation of strategic plans.
Table 4.6 shows the extents to which difficulty in accessing managerial information was a barrier to implementing strategic plans among the local authorities.

Table 4.8: Extent to which the Difficulty Compromised Performance

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Extent</td>
<td>25</td>
<td>33.3</td>
<td>33.3</td>
<td>33.3</td>
</tr>
<tr>
<td>Moderate Extent</td>
<td>22</td>
<td>29.3</td>
<td>29.3</td>
<td>62.7</td>
</tr>
<tr>
<td>Low Extent</td>
<td>28</td>
<td>37.3</td>
<td>37.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

The table shows that most of the authorities were affected to a higher extent, according to 33% of the respondents. At moderate extent, 29% were under the influence of hierarchical elongations, while the remaining portion of 37% was sparingly affected. There was a high probability, therefore, that the adopted hierarchies were a demerit to implementation of strategic plans. According to Olson et al. (2005), long organizational hierarchies serve as barriers to decision making.

### 4.4.5 Employee Coordination and Integration

The study interrogated how well employees were coordinated and integrated at the local authorities using the respondents’ opinions on individual commitment to achievement of corporate goals. Table 4.9 presents the findings.
Table 4.9: Employee Commitment to Common Goals

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>11</td>
<td>14.7</td>
<td>14.7</td>
<td>14.7</td>
</tr>
<tr>
<td>High</td>
<td>7</td>
<td>9.3</td>
<td>9.3</td>
<td>24.0</td>
</tr>
<tr>
<td>Moderate</td>
<td>17</td>
<td>22.7</td>
<td>22.7</td>
<td>46.7</td>
</tr>
<tr>
<td>Low</td>
<td>28</td>
<td>37.3</td>
<td>37.3</td>
<td>84.0</td>
</tr>
<tr>
<td>Very Low</td>
<td>12</td>
<td>16.0</td>
<td>16.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

The highest proportion of employees comprising 37% was lowly committed to the service of the local authorities, while 23% were moderately committed. Those who were very lowly motivated in their commitment were 16%. At the other extreme, 15% were very highly committed, followed by 9% who were highly committed. It was evident that majority of employees were not in full psychological contract with their employers. This was a threatening marker to implementation of strategy, since commitment in an essential input.

4.4.6 Structural Flexibility

An organization is not a static body; rather it is and should be responsive to environmental changes. Thus, structural reviews to re-engineer processes are mandatory if the organization is seeking to achieve an edge in the market. The study, hence, sought to determine how reviews were perfected in the selected local authorities. The study outcomes were as shown in the Table 4.10.
Table 4.10: Review of Organizational Structure

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semi-Annually</td>
<td>12</td>
<td>16.0</td>
<td>16.0</td>
<td>16.0</td>
</tr>
<tr>
<td>Annually</td>
<td>9</td>
<td>12.0</td>
<td>12.0</td>
<td>28.0</td>
</tr>
<tr>
<td>Bi-Annually</td>
<td>29</td>
<td>38.7</td>
<td>38.7</td>
<td>66.7</td>
</tr>
<tr>
<td>No Reviews</td>
<td>25</td>
<td>33.3</td>
<td>33.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

Majority of the local authorities (39%) reviewed their operational structures bi-annually, followed by 33% who did not conduct any reviews. Those who did reviews semi-annually constituted 16% while the annually-based authorities were 12% in proportion. None of the local authorities indicated that they conducted reviews regularly depending on need and resource availability. This partly confirmed findings by Mwema (2008) that local authority structures were rigid, giving a reason as to why they incompetently provided the essential public good to the citizens.

4.5 Corporate Leadership and Implementation of Strategic Plans

According to Nutt (2006), strategy implementation, rather than strategy formulation, is the key to superior organizational performance. However, high failure rate of strategy implementation efforts is well documented, and many barriers to effective strategy implementation exist. A lack of leadership, and specifically strategic leadership, at the top of the organization has been identified as one of the major barriers to effective strategy implementation. In turn, strategic leadership is also viewed as a key driver to effective strategy implementation. Based on Nutt (2006) proposition, this study sought to analyze the
influence of top organizational leadership on implementation of strategic plans among the selected local authorities using parameters such as extent of involvement, employee support, downward communication, conflict resolution, and employee representation in key decision making.

4.5.1 Management Involvement

The respondents were queried on the extent of their managers’ involvement in actual implementation of strategic plans. The consolidated feedbacks were summarized as in table 4.11.

Table 4.11: Commitment by Top Management

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely High</td>
<td>10</td>
<td>13.3</td>
<td>13.3</td>
<td>13.3</td>
</tr>
<tr>
<td>High</td>
<td>8</td>
<td>10.7</td>
<td>10.7</td>
<td>24.0</td>
</tr>
<tr>
<td>Moderate</td>
<td>26</td>
<td>34.7</td>
<td>34.7</td>
<td>58.7</td>
</tr>
<tr>
<td>Low</td>
<td>25</td>
<td>33.3</td>
<td>33.3</td>
<td>92.0</td>
</tr>
<tr>
<td>Extremely Low</td>
<td>6</td>
<td>8.0</td>
<td>8.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

Generally, it was found that top managers such as the clerks and chairmen of councils were not satisfactorily involved in practical implementation of strategic plans. Majority of respondents, 34.7%, felt that their top managers’ involvement was to a moderate extent. Close to this group was another of 33.3% who regarded the involvement as low. To a higher extent, however, there were 13.3%, and 10.7% for the high extent. The extreme low
involvement was an opinion by 8% of the respondents. It would, hence, be deduced that top managers at the local authorities were to a large extent not part of the implementation success; rather they were a barrier.

4.5.2 Employee Support

Further to managerial involvement, responses were obtained regarding the support originating from the employee to managers in quest of attaining strategic targets. Feedback concerning if employees supported management or not was processed, analyzed and presented as in Fig. 4.7.

Fig. 4.7: Support of Employees to Management
Source| Migori County Local Authorities Research Data (2013)
An aggregate of 51%, representing the majority responses, were of the opinion that most managers had not won support from their shop-floor employees. This was not, however, the case for the rest 49%. The fact that majority of employees did not subscribe to top managerial instructions posed a challenge to the local entities in achieving the anticipated success in strategy implementation. The findings contradict the idealism presented by Hitt et al. (2007) that strategic leaders have a role to play in each of strategic actions. In turn, each of these strategic leadership actions should positively contribute to teamwork and effective strategy implementation.

4.5.3 Communication Modes to Employees

Hunter (2007) observes that, regardless of the precise nature of a policy or strategy, and the support that exists for it, if the means to implement it are either non-existent or inadequate in terms of communication efficiency, then it will count for little (Hunter 2007:20). This was considered in the study by analysis of communication modes adopted by the local authorities. Table 4.12 presents the findings.

<table>
<thead>
<tr>
<th>Table 4.12: Preferred Mode of Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Circulars</td>
</tr>
<tr>
<td>Notices and Memos</td>
</tr>
<tr>
<td>Staff Meetings</td>
</tr>
<tr>
<td>Management Meetings</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)
The research found that 36% of the communications adopted circular which were supposed to be adhered to. Among the rest, 24% used notices and memoranda while staff meeting delivered 24% of the communications. The least used was management meetings at only 16%. According to Hunter (2007), communications that foster personal touch are effective in implementing strategic plans. Hence, in the case of local authorities studied, there was no communication efficiency since to a higher extent circulars and notices were preferred yet they negated the requisite personal touch. Jones (2008) asserts that communication actions should be geared get people motivated and remove the blocks that have prevented the strategy from working in the past; blocks that may be embedded within the culture of the organization. They should get people behind the strategy, adding to it and making it work in their part of the business.

4.5.4 Conflict Management Procedures

Conflicts can emerge in any organization when disagreements, differences, annoyances, competition, or inequities threaten something of importance to one or more groups or individuals. The basic aim of constructive conflict management is to seek lasting resolutions which create a balance among the differing parties, the situation, and the consequences of actions to be taken. Organizational leadership takes responsibility towards ensuring tranquility between team implementing a strategy (Hunter, 2007). The extent of employee satisfaction through management’s input in conflict resolution was found as presented in Table 4.13.
The study found that only 11% of employees were satisfied with conflict resolution to an extremely high extent. A similar portion was satisfied to a higher extent, while 36% were moderately satisfied, and another 36% lowly satisfied. The extremely low satisfaction index affected 7% of the employees. Evidently, therefore, conflict resolution was one of the major barriers to effectiveness in implementing strategic plans.

### 4.5.5 Employee Representation in Decision Making

Successful organizations understand the importance of creating plans to achieve goals. Before implementing strategic plans, making decisions regarding how the plan or project will develop is essential. Decision-making strategies set out management techniques, leadership styles, implementation requirements and key factors to be considered for a smooth transition from the decision to pursue a plan to the implementation of it. Ideally, all involved parties need to participate in the decision making process (Aosa, 2002). In this study, the ways through which employees were represented in decision making was evaluated as shown in Table 4.14.
Table 4.14: Employee Representation in Decision Making

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate Sensitization</td>
<td>10</td>
<td>13.3</td>
<td>13.3</td>
<td>13.3</td>
</tr>
<tr>
<td>Prior Notices</td>
<td>5</td>
<td>6.7</td>
<td>6.7</td>
<td>20.0</td>
</tr>
<tr>
<td>Prior Consultations</td>
<td>11</td>
<td>14.7</td>
<td>14.7</td>
<td>34.7</td>
</tr>
<tr>
<td>Representatives</td>
<td>33</td>
<td>44.0</td>
<td>44.0</td>
<td>78.7</td>
</tr>
<tr>
<td>Departmental Heads</td>
<td>16</td>
<td>21.3</td>
<td>21.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

The study found that 44% of the authorities’ decision making processes accepted representatives from employee groups. Alternatively, departmental heads were utilized to represent their department at 21%. Those who consulted staff before decision making were 14.7% while 13.3% sensitized their employees adequately on decisions to be made. The least of 6.7% used prior notices communicating implementation decisions. A more participatory approach would be recommended for the entities to fully utilize their staffers’ talents while enhancing appreciation.

4.6 Financial Resources and Implementation of Strategic Plans

Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available (Jofre, 2011). The financial resource objective in the study was accomplished by analyzing the indicators such as budgetary allocation, financial controls, revenue efficiency, and external donor support.
4.6.1 Budgetary Allocation

Nutt (2006) asserts that an organization’s budget should reinforce its strategic plan. In times of declining resources it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls don't hinder implementation of strategy. In this study, the portions of the local authorities’ revenue used for strategy implementation were ascertained as in Fig. 4.8.

![Budgetary Allocation to Strategy Implementation](image)

Fig. 4.8: Budgetary Allocation to Strategy Implementation
Source | Migori County Local Authorities Research Data (2013)
The study found that almost uniformly, 84% of the authorities allocated less than 10% of their revenues on strategy implementation process. The remaining 16% invested between 10 – 20% of the revenue amount. Consequently, it was established that much more investment were required in monetary terms to realize all the pre-determined targets.

### 4.6.2 Financial Controls

Strong financial controls help internal auditing and the operations teams have confidence in the numbers being reported to management and help protect the organization’s strategic ambitions. The techniques of ensuring stability of financials in the local authorities were assessed and reported as shown in Table 4.15.

<table>
<thead>
<tr>
<th>Table 4.15: Financial Controls Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Techniques</strong></td>
</tr>
<tr>
<td>Normal Internal Audits</td>
</tr>
<tr>
<td>External Audits</td>
</tr>
<tr>
<td>Budgeting</td>
</tr>
<tr>
<td>Regular Returns</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

Research data show that budgeting was adopted at 39% as a financial control tool alongside external audits which were preferred at 32%. Normal internal and regular audits were additionally used at 17%, while regular returns from projects teams was the least preferred at 12%. The fact that authorities adopted a variety of tools to ensure that financial resources were well utilized implied commitment to target realization through sustainable funding.
4.6.3 Revenue Efficiency

The efficiency of revenue collection was assessed with the intent of determining the authorities’ inflow sustainability. Respondents were required to rate the efficiency with which revenue was recovered from the services the entities offered. Table 4.16 provides the statistical details.

Table 4.16: Revenue Collection Efficiency

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Efficient</td>
<td>15</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Efficient</td>
<td>8</td>
<td>10.7</td>
<td>10.7</td>
<td>30.7</td>
</tr>
<tr>
<td>Moderately Efficient</td>
<td>38</td>
<td>50.7</td>
<td>50.7</td>
<td>81.3</td>
</tr>
<tr>
<td>Lowly Efficient</td>
<td>14</td>
<td>18.7</td>
<td>18.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Migori County Local Authorities Research Data (2013)

The tables indicate that 51% of the local authorities were moderately efficient in revenue collection, and 19% were lowly efficient. The high efficient category constituted 20% of the entities, and 11% were rated as efficient. Evidently, therefore, the local authorities were empirically incompetent in ensuring that every service offered was paid for. This, to a higher extent, denied the authorities the much needed financial resources they needed in furtherance of their strategic plan realization.
4.6.4 External Supports

Finally, the study sought if the local authorities had any advantage of accessing external funding from development partners such as donor agencies, government asset development departments, and private involvement. On a Yes/No format, responses were categorized as reflected in Fig. 4.9.

![Fig. 4.9: Donor Financial Support to Local Authorities](image)

Source: Migori County Local Authorities Research Data (2013)

Majority of local authorities, constituting 67%, only depended on inflows from their revenue and annual government allocations. There were, thus, no monetary receipts from any other entities to fast-truck their implementation of strategic plans. Only the lesser 33% of the authorities received support especially from the government and private/NGOs partners.
While this variance meant that some authorities were more advantaged than other, the general concern was that the local governance bodies had limited source of financing their strategies to full satisfaction.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND
RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study’s findings, conclusions, recommendations, and suggestions for further studies.

5.2 Summary of Findings

Assessing the influence of culture on implementation of strategic plans indicators such as corporate mission, rules and regulations, operational manuals, employee development policy, strategy innovation, and decision making were used. The study found that employees’ understanding and support towards attainment of corporate mission was marginally above average. This implied that although all employees worked for the authorities, some of them did not understand core corporate objectives underlying their individual responsibilities. Most often than not, the rules and regulations applied on employees at the authorities were a creation of the parent Ministry. However, some rules and regulations originated from the top echelon of management. The shop-floor employees were rarely or hardly involved in making or contributing to essential rules and regulations that governed their relationships.

Majority of the authorities did not have operational manuals for most of the technical undertaking delegated to them. Only a smaller portion saw the need to incorporating manual documentations in guiding staff towards achieving common goals. This probably denied the
organization’s employees efficiency of synchronizing their focus towards realization of strategic goals. The study found that compensation by way of salary was the highest ranked feature, followed by job design in the councils’ employment development policies. It was noted, however, some employees did not see significantly held feature in their policies. This was explained that some employees did not know what was contained in the authority’s capacity building policies. Recognition of talent and minimum training time were dismally rated. In addition, monetary rewards for individuals who demonstrated new implementation ideologies and models were least preferred, among others such as promotions, and non-monetary recognitions (such as certificates). Predominantly, downward communication at the local authorities was effected by use of written messages. Other than this, management consulted individuals, while staff meetings rarely used.

The extent to which organizational structures of Migori County local authorities influenced implementation of strategic plans was measured using task allocation, decentralization of authority, span of control, hierarchical length, employee co-ordination and integration, and structural flexibility. It was found that the local authorities adopted various approaches to duty allocation in strategy implementation. While others favoured management teams, some favoured staff inclusion, independent implantation unit, or use of experts. Regarding decentralization of authority, the authorities were dissimilar on how they allowed their staffers to hold lien in performing specified official duties relating to implementing strategic plans. Majority of the authorities exercised centralized authority, while the minority unfairly distributed authority. Most often than not, authorities allocated 30-40 employees under supervision of one operational manager. The research found that most employees were
negatively affected by the spans of control while the smaller portion of employees was not affected. Moreover, hierarchical length was found to be a barrier to efficient implementation of strategic plans.

The study interrogated how well employees were coordinated and integrated at the local authorities using the respondents’ opinions on individual commitment to achievement of corporate goals. It was evident that majority of employees were not in full psychological contract with their employers. This was a threatening marker to implementation of strategy, since commitment in an essential input. In terms of structural review, many of the local authorities reviewed their operational structures bi-annually, while others did not conduct any reviews at all.

Generally, it was found that top managers such as the clerks and chairmen of councils were not satisfactorily involved in practical implementation of strategic plans. It would, hence, be deduced that top managers at the local authorities were to a large extent not part of the implementation success; rather they were a barrier. Further to managerial involvement, responses were obtained regarding the support originating from the employee to managers in quest of attaining strategic targets. It was established that most managers had not won support from their shop-floor employees. The research found that formal communications adopted circular which were supposed to be adhered to. Also notices and memoranda were used to a large extent. Concerning conflict resolution, most employees were dissatisfied. Finally, it was found that the authorities’ decision making processes accepted representatives
from employee groups. Alternatively, departmental heads were utilized to represent their department.

The financial resource objective in the study was accomplished by analyzing the indicators such as budgetary allocation, financial controls, revenue efficiency, and external donor support. Almost uniformly, authorities allocated less than 10% of their revenues on strategy implementation process. The other minority invested between 10 – 20% of the revenue amount. Consequently, it was established that much more investment were required in monetary terms to realize all the pre-determined targets.

The techniques of ensuring stability of financials in the local authorities were assessed and reported. Budgeting was adopted at the highest as a financial control tool alongside external audits, normal internal, return reports, and regular audits were additionally used. The fact that authorities adopted a variety of tools to ensure that financial resources were well utilized implied commitment to target realization through sustainable funding. Concerning efficiency, it was deduced that local authorities were empirically incompetent in ensuring that every service offered was paid for. This, to a higher extent, denied the authorities the much needed financial resources they needed in furtherance of their strategic plan realization.

Finally, the study sought if the local authorities had any advantage of accessing external funding from development partners such as donor agencies, government asset development departments, and private involvement. Majority of local authorities only depended on inflows from their revenue and annual government allocations. There were, thus, no monetary
receipts from any other entities to fast-truck their implementation of strategic plans. Only a smaller number of authorities received support especially from the government and private/NGOs partners. This variance made some authorities more advantaged than other in terms of implementing strategic plans.

5.3 Study Conclusions

From the study findings, it is concluded that organizational culture, structure, strategic leadership, and financial resources affected implementation of strategic plans in Migori County local authorities. Culturally, poor internationalization of mission and strategic content, lack of participation in making of rules and regulations, lack of operational manuals, insensitive employee development policies, and highly structured downward communication effected employees’ mobilization to executing strategic plans.

Organizational structures of the local authorities influenced implementation of strategic plans in the forms of task allocation, decentralization of authority, span of control, hierarchical length, employee co-ordination and integration, and structural flexibility. Management did not give employees required independence in performing their implementation duties. Also, authority was more centralized than decentralized, making employees wait for instructions from the top. In addition, spans of control were relatively big and difficult for efficient control. The long hierarchy derailed most of the essential decisions as information flow delayed to a large extent. This also contributed to weakening of employee synergy. Structurally, the authorities were more rigid than flexible as they hardly conducted reviewed regularly.
Among others, employee leadership influenced implementation of strategic plans through managerial involvement, employee support, downward communication, conflict resolution, and employee representation in key decision making. The extent to which management committed itself to strategy execution was not satisfactory. This yield employee resistance, meaning that management did not have super support from the shop-floor employees. Moreover, the downward communication was strictly formal and missing the requisite personal touch, while conflict resolutions did not meet the employees’ benchmark. The way employees were represented was fair but much was desire to enhance individual contributions.

Finally, financial resources affected strategic implementation through budgetary allocations, financial controls, revenue efficiency, and external donor support. The amount allocated for purposes of implementing strategic plans was hardly enough. This was partly caused by lack of funds since revenue collection was inefficient, yet there were well dispersed donor financial aid. Notably, however, financial controls were fairly well executed in quest of avoiding wastages and misallocations.

5.4 Study Recommendations

Based on the research findings, it is recommended that the incoming local governance structures take note of cultural dynamics so that an absolutely new slate of practices is enacted. The internal culture that does not support ultimate realization of objectives should be avoided by first ensuring that all employees are well inducted into their roles and space in service delivery.
Further, it is the recommendation of this study that experts are involved in regular reviews of adopted organizational structures. This is so the case to avoid monotony in job design and bureaucracies which barricade goal realization. In addition to experts, the organizations should have internal research and development units to constantly and consistently align their strategic outlooks to structural flexibility.

On leadership, it is recommended that top managers undergo executive capacity building sessions to come to realization that their corporate objectives are easily attained through teamwork and not through strict supervision and instructions. Organization leadership should be converted from a barrier to an enabler by encouraging teamwork and winning support from all the staffers concerned.

Finally, the incoming governance needs to strategize afresh on fund-inflow sources to strengthen their abilities towards objective realizations. As a result, effort needs to be placed more on revenue efficiency using debt collection agencies, and proposal development to attract donor supports. In addition, efficiency should be upheld on financial controls to avoid unnecessary expenses.
5.5 Suggestions for Further Studies

The study recommends further studies on cultural change as a result of structural shift under the county governance systems. The other suggestion is on effects of retained bureaucracies on strategic success. Finally, it is suggested to future researcher to conduct a study on effectiveness of commercialization of public service provision under devolved structures of governance.
REFERENCES


APPENDIX I
QUESTIONNAIRE DRAFT

This academic questionnaire is prepared purposely to assist in collecting data relating to implementation of strategic plans in the Migori County local authorities. As one of the key identified respondents/informants, you are hereby requested to complete it. Any information given with respect to this request shall be treated with strict confidentiality and will only be used for the intent aforementioned.

Kindly indicate your consent prior to completion.
☐ I agree       ☐ I disagree

1. Complete the table below as appropriate.

<table>
<thead>
<tr>
<th>Name of Local Authority</th>
<th>Your current Department</th>
<th>Position held in the department</th>
<th>The length of time you have worked for the Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Any other additional information:

2. What is your extent of agreement regarding how employees of the Authority subscribe to the Mission Statement? (1-Weak, 2-moderate, 3-Strong)

1  2  3  (Circle as appropriate)

What reason do you give to your response?

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

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

3. Who originates the internal rules and regulations governing employees at the Local Authority?
The Ministry of Local Authorities ( )
Independent consultant ( )
Management only ( )
Staff by participation ( )
Any other (Specify):.......................................................................................... 

4. Rank the overall impact of the applied rules and regulations to the staff? (1-SA, 2-A, 3-N, 4-D, 5-SD)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level compliance</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Resistance</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Feeling of discrimination</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Increased synergy</td>
<td>( )</td>
<td>( )</td>
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</tr>
</tbody>
</table>
| Any other (Specify): .......................................................................................... 

5. Does the Authority have fully endorsed operational manuals and guides on key success areas?

Yes ( ) No ( )

If Yes, who develops the manuals?

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

6. What is your level of agreement regarding the following key features of the Authority’s employee development policy that have impact on staff performance under your control?

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent recognition</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Minimum training time</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Job design</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Competent compensation</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Delegation of duties/responsibilities</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>
| Any other (Specify): .......................................................................................... 

7. In what ways do you encourage adoption of new ideas and models in performance of duties?
Monetary rewards ( )
Promotions ( )
Recommendations ( )
No definite way ( )
Any other (Specify):........................................................................................................

8. Do you normally involve staff in making key departmental decisions?
   Yes ( ) No ( )
   If Yes, what means of involvement do you always prefer? (Select only one)
   Pooling of opinions ( )
   Regular staff meetings ( )
   Use of written communication ( )
   Direct consultations ( )
   Any other (Specify):........................................................................................................

9. Who are in charge of strategy implementation at your Local Authority?
   Everybody ( )
   Special Implementation Unit ( )
   External experts ( )
   Select management team ( )
   Any other (Specify):........................................................................................................

10. What is your level of agreement on sharing of authority at your place of work?
    SA   A   N   D   SD
    Authority is fairly decentralized ( ) ( ) ( ) ( ) ( )
    Authority is unfairly shared ( ) ( ) ( ) ( ) ( )
    Authority is centralized ( ) ( ) ( ) ( ) ( )
    No legitimate power ( ) ( ) ( ) ( ) ( )

11. How many employees report to you directly?
    Less than 10 ( )
    10 – 20 ( )
    21 – 30 ( )
    31 – 40 ( )
12. Does your span of control compromise your operational effectiveness?
   Yes ( )  No ( )
   If Yes, kindly, state how:
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

13. Have you ever found any difficulty in terms of accessing communication feedback from the top management of the Authority?
   Yes ( )  No ( )
   If Yes, to what extent did the difficulty compromise attainment of your performance goals?
   Very high ( )  High ( )  Moderate ( )  Low ( )  Very Low ( )

14. How would you describe employee synergy towards common goals?
   Very strong ( )  Strong ( )  Moderate ( )  Low ( )  Very Low ( )

15. How regular does the Authority review its organizational structure towards ensuring compliance with intended goals?
   Semi-annually ( )
   Annually ( )
   Bi-annually ( )
   No reviews ( )
   Any other (Specify):…………………………………………………………………………

16. How do you rate the top management’s commitment towards strategy implementation?
   Very high ( )  High ( )  Moderate ( )  Low ( )  Very Low ( )
   Kindly state the reasons:
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

17. In your view, does the top management command absolute followership in executing strategic plans?
   Yes ( )  No ( )
18. What is the most preferred mode of communication between the management and staff?
   (pick one)
   Circulars  ( )
   Notices and memos  ( )
   Staff meeting  ( )
   Management meetings  ( )
   Intranets  ( )
   Any other (Specify): ………………………………………………………………………

19. To what extent are you satisfied with the Authority’s conflict resolution procedures?
   Extremely high  ( )  High  ( )  Moderate  ( )  Low  ( )  Very Low  ( )
   Kindly give any perceived impact on strategy implementation.
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

20. How does the authority ensure that employees are fairly represented in decisions that have bearing on their welfare?

<table>
<thead>
<tr>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate sensitization</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Prior notices</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Prior consultations</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Use of known representatives</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>No special arrangement</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Any other (Specify): ………………………………………………………………………</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

21. Generally, what portion of your overall outlay is allocated to strategy implementation?
   Less than 10%  ( )
   10% -30%  ( )
   31% - 50%  ( )
   More than 50%  ( )
   What justifies the allocation?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
22. What key financial control has the Authority implemented to ensure that resources are utilized only for purposes intended? (select one)

Normal internal audit ( )
External audit ( )
Regular appraisals ( )
Benchmarking ( )
Any other (Specify): ........................................................................................................

23. How would you rate the Authority’s ability in revenue collection?

Highly efficient ( ) Efficient ( ) Moderately Efficient ( ) Lowly Efficient ( )
Inefficient ( )

Kindly give reasons for your response.
........................................................................................................................................
........................................................................................................................................

24. Has the Authority received any donor support financially in implementing its strategic plans for the last 5 years?

Yes ( ) No ( )

If Yes, kindly state the donors and the amount advanced.
........................................................................................................................................
........................................................................................................................................

25. What would you recommend so as to sustain efficiency in executing strategic plans for the Local Authority?

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

Thank you.
APPENDIX II
INTERVIEW SCHEDULE

This interview is meant to gather data concerning implementation of strategic plans in the Local Authorities in Migori County. You have been identified as one of the key informants and you are assured of information confidentiality. Kindly indicate your consent prior to the interview.

I agree (  ) I don’t Agree (  )

1. Name of the Local Authority:

2. For how long have you serviced your current station?

3. Generally, how do rate the Authority’s success in plan implementation since you took over? Explain.

4. How do find the employees’ work culture at the Authority? Explain.

5. What elements in the culture support or compromise sustainability of efficiency in implementing planned strategies?

6. What contributions have you made over your stint to ensure a favourable work culture?

7. Briefly explain how the organizational structure impedes or supports strategy implementation at the Authority.

8. Given chance, what areas of structural improvement would you concentrate on?
9. Are you convinced that every employee is rightly satisfied with the allocated roles and that he/she is best qualified for the job? Explain.

10. In what different ways do you ensure formative and summative compliance with implementation path?

11. Have you ever found any form of resistance from any internal sources regarding corporate issues? Explain.

12. Describe the kind of support you derive from staff in plan implementation.

13. What financial challenges do you normally meet when implementing strategic plans?

14. How have you ensured efficiency in revenue collection and utilization of funds?

15. What informs your current state of donor support?

16. What would you recommend towards ensuring sufficiency in Local Authorities’ strategy implementation goals?

Thank you.

Additional Notes:
### APPENDIX III

**TIME SCHEDULE**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>WEEKS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Pretesting and validation of research</td>
<td>2</td>
</tr>
<tr>
<td>Training of research assistants</td>
<td>3</td>
</tr>
<tr>
<td>Instrument administration</td>
<td>4</td>
</tr>
<tr>
<td>Data preparation</td>
<td>5</td>
</tr>
<tr>
<td>Data entry</td>
<td>6</td>
</tr>
<tr>
<td>Data analysis</td>
<td>7</td>
</tr>
<tr>
<td>Report writing</td>
<td>8</td>
</tr>
<tr>
<td>Corrections and submission</td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX IV
### BUDGET ESTIMATES

<table>
<thead>
<tr>
<th>ITEM</th>
<th>SHS.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) Cost of Proposal Development</strong></td>
<td></td>
</tr>
<tr>
<td>Stationery, Printing, photocopies</td>
<td>3000.00</td>
</tr>
<tr>
<td>Telephone and travelling expenses</td>
<td>6000.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>9,000.00</strong></td>
</tr>
<tr>
<td><strong>B) Cost of Data Collection and Analysis</strong></td>
<td></td>
</tr>
<tr>
<td>Research Assistants- 4</td>
<td>12000.00</td>
</tr>
<tr>
<td>SPSS-Data processing</td>
<td>8000.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>20,000.00</strong></td>
</tr>
<tr>
<td><strong>C) Compilation and Production of Final Document</strong></td>
<td></td>
</tr>
<tr>
<td>Printing</td>
<td>3000.00</td>
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<tr>
<td>Binding 6 copies @ shs.500</td>
<td>3000.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>9,000.00</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>38,000.00</strong></td>
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