

**FACTORS AFFECTING IMPLEMENTATION OF STRATEGIC PLANS IN  
LOCAL AUTHORITIES IN KENYA. A CASE OF NAIROBI CITY COUNCIL**

**BY**

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**D53/RI/11434/04**

**A Research project Submitted to the School of Business in Partial  
Fulfillment of Requirements for the Award of the Degree of Master  
of Business Administration of Kenyatta University**

**November, 2010**

## DECLARATION

This research project is my original work and has never been presented for a degree award in any other university.

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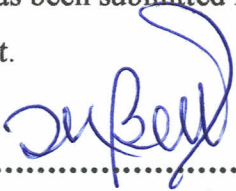
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## **DEDICATION**

I would like to dedicate this project to my parents; Ngugi and Ciru whose love for *education encouraged and saw me through the educational system to university level.*

I would also wish to dedicate this research project to my beloved family members especially my wife Lena and my twin boys Ken and Kelvin. Their prayers and support was a great encouragement to me in the entire research process.

## ACKNOWLEDGEMENT

I would like to acknowledge with gratitude my supervisors namely; Mr. James Kilika and Muathe SMA for their tireless assistance and supervision during my research work and preparation of the project. I also acknowledge my classmates for the support with ideas that contributed to the success of this project.

I would also like to thank the librarians at the Kenyatta University Library for their support with the books used for literature review and other valuable information that they provided to aid in the completion of this project.

Above all, I thank God Almighty for taking me through my studies and the research work so far.

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## LIST OF ABBREVIATIONS

CEO	-	Chief executive officer
CHE	-	<i>Commission of Higher Education</i>
GoK	-	Government of Kenya
ICT	-	Information and Communication Technology
IT	-	Information Technology
KLGRP	-	Kenya Local Government Reform Programme
LAs	-	Local Authorities
LATF	-	Local Authority Transfer Fund
NCC	-	Nairobi City Council
PEST	-	Political Economic Social and Technological
SWOT	-	Strength Weakness Opportunities and Threats

## DEFINITION OF TERMS

**A strategy-** This is a long term plan of action designed to achieve a particular goal, as *differentiated from tactics or immediate actions with resources at hand.*

**Strategy implementation-** This is a process of putting strategies and policies into action through the development of programmes, budgets and procedures.

**Target population-** Target population is defined as a well defined/ specified set of people, group of things, households, firms, services which are being investigated. For the purpose of this study, target population consisted of all the cases of individual or elements from which the researcher drew sample from for investigation in the study.

## ABSTRACT

The problem of strategic planning lies in successful transformation of Strategic plans into action which is a far more complex, difficult and challenging undertaking and therefore not as straightforward as one would assume. The local authorities in Kenya have been formulating policies and strategies over the years which are aimed at improving service delivery. However, despite the efforts to formulate policies and strategic plans, service delivery still remains limited and inefficient in most local authorities. Most local authorities have proven to be largely ineffective and inefficient in achieving their strategic objectives. However, no study has been done in Kenya to establish the factors affecting the implementation of strategic plans in Kenyan local authorities. This poses a gap which this study sought to fill through a case study of Nairobi City Council.

The design was descriptive research design. The target population included all the 200 top and middle management of Nairobi city council. Data was collected using questionnaires as the principal data collection instrument. Purposive, stratified and simple random sampling techniques were used to come up with a sample size of 60 respondents. The data was analyzed using both qualitative and quantitative techniques where by Statistical Package for Social Sciences (SPSS) will be used. The data was presented in form of pie charts, Bar graphs and frequency tables, percentages and cross-tabulation.

The study established that the most significant factors that affected the implementation of the strategic plans in local authorities in Kenya were; resource allocation, organizational structures and communication. The study therefore recommends that the management of local authorities need to mobilize more resources and devote them to the implementation of the strategic plans. In addition, the Government should increase its budgetary allocation to the local authorities so as to boost its activities financially. In addition, management of local authorities needs to review and re-design the existing organizational structure so as to fit well in the implementation of the strategic plans at the council. Finally, since communication is critical to the success of any organization, the management of the council needs to enhance the communication channels and make a concerted effort of updating all employees on the various stages of implementation. Training of all the staff on the various strategic plans is however necessary to ensure they are conversant on the contents and mode of the implementation. This will translate to effective and efficient service delivery in the long run.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

For organisations to achieve their goals and objectives, it is necessary to adjust to the dynamism in their environment. Strategic planning is linked to the organisational environment and has a critical element in organisational functioning. The problem lies in successful transformation of Strategic plans into action which is a far more complex, difficult and challenging undertaking and therefore not as straightforward as one would assume (Aaltonen & Ikavalko, 2002). Bradford *et al* (2000) defined strategy implementation as a process of putting strategies and policies into action through the development of programmes, budgets and procedures. Successful implementation of Strategic plans is an essential challenge for virtually any organization. Harvey (2004) points out that the implementation of strategies remains the greatest stumbling block as many organisations are not able to achieve their corporate goals and objectives adequately.

A strategy is a long term plan of action designed to achieve a particular goal, as differentiated from tactics or immediate actions with resources at hand. The reason for strategic or long-range planning is to assist organizations in establishing priorities and to better serve the needs of the stakeholders (Olsen, 2005). Many institutions know their business needs and the struggles to translate theory into action plans that will enable the strategy to be successfully implemented and sustained. According to Judson, 1991, only one in every ten companies that do an effective job of formulating strategy and equally on effectively implementing it. For the rest, presumably, the well-crafted strategy is lost in the press of day-to day tactical concerns or its left to languish in a report on the dusty book shelf of the chief executive officer CEO. Yet very few people would deny that, in today's fast moving and fast changing business world, strategy, with its long- range perspective, is critical.

The most challenging issue in strategy implementation is lack of commitment and focus from the top management. This is undoubtedly a prerequisite for strategy

implementation. Therefore, the top management must demonstrate their willingness to give energy and loyalty to the implementation process. Lower level managers and supervisors are seldom involved in strategy formulation. By making sure that these managers are part of the strategy process, their motivation towards the strategy implementation will increase and they will see themselves as an important part in the process. The involvement of middle managers also helps build consensus for the strategy. It takes good leadership to communicate and convince all employees about the benefits of new strategy. This is a major challenge in strategy implementation. It's not just a task for a few managers; in fact it is for the whole organizational team, right from the management team to the front line employees (Beer and Eisenstat, 2000).

The key to successful implementation is to communicate organizational change clearly and persuasively to all employees that they become committed and motivated to perform. Communication is the key aspect that should be emphasized in the implementation process (Miniace and Falter, 1996). Effective strategy implementation is predicted on the assumption that functional areas within the firm have a basic understanding of the strategy. It's recommended that an institution should institute a two way communication programme that permits and solicits questions from employees about issues regarding the formulated strategy. In addition, employees should know about their new requirements, tasks and activities to be performed. One of the major reasons why strategy implementation process frequently results in difficult and complex problems or even fails at all is the vagueness of the assignment of the responsibilities. This is indeed a challenge, because organization members tend to think only in their own departments structures. These may be worsened by over-bureaucracy and can thus end up in disaster for the whole implementation process. To avoid these power struggles clear assignments and responsibilities should be created and communicated.

Unfortunately there is no step-by step check list and no proven methods for strategy implementation. The leaders have experience learnt from past mistakes. However, insights gleaned from such experiences may not work in a different situation. Different business practices, competition, culture, compensation, international controls and policies, varying personalities and past history of the organization all influence strategy implementation.

The Kenyan local governance system is composed of four tiers of Local Authorities (LAs), namely: Cities, Municipalities, Towns and County Councils. These councils are corporate entities that are established under the Local Government Act Chapter 265, which is currently under review. In addition to the Act, the LAs draw their legal powers from the Constitution of Kenya, other Acts of Parliament, Ministerial Orders and By-Laws. Currently there are 175 LAs in Kenya, which include City Councils, Municipal Councils, Town Councils and County Councils with Ministry of Local Government as the overall overseer of their operations.

Nairobi City Council is a body of the local government in the city. The city is classified into 75 wards and each of these wards has a councilor. The head of the councilor is the Mayor of the city and it is the councilors who vote him to post. The City council of Nairobi is elected for a term of five years and during this time the council is expected to look after the welfare of the city infrastructure of Nairobi. The city is administered by the Nairobi City Council whose mandate over the city is derived from the Local Government Act Cap 265. The City Council provides or regulates the delivery of services in education, public health physical planning, social services and sanitation including solid waste management. Data maintained by the Central Government indicates that the about 3.2 million people live or work in the city, a population that the Government estimates to be growing at the rate of 7 % per annum. The Nairobi city council has been faced by a number of challenges in economic development. Most of these challenges relate to inefficient socio-economic and political governance of resources including abuse of office and misappropriation of resources among others.

## **1.2 Statement of the Problem**

The Local Authorities (LAs) play a central role in local economic development in Kenya, although they face a number of challenges. These challenges include: delivery of infrastructure and services, financial management, institutional and legal framework, human resource capacity and managing rapid growth. These challenges have resulted in poor service provision and management and many analysts have criticized the LAs, and questioned their role in local development. It is this inefficiency that justified a re-examination of their role and the launching of the Local Government Reform Programme, which also include the decentralization of service

provision and management, which is still in the initial stages (Nairobi city council, 2008).

The Kenya Local Government Reform Programme (KLGRP) was conceptualized by the government of Kenya in the early 1990s and became operational in 1996. KLGRP began with financial reforms aimed at enhancing inter-governmental fiscal transfers, improving financial management, debt resolution, streamlining budgeting system and service provision capacity building for LAs. A key instrument in this process was the enactment of the Local Authority Transfer Fund (LATF) in 1998. Lack of participation of residents of LAs in service delivery and management has however been highlighted as one of the factors contributing to poor service delivery (Nasio and Ali 2003).

Many strategies and policy document have however been formulated in the local authorities with an aim of enhancing service delivery. Some of these include the Nairobi city council strategic plan 2006-2012, corruption mapping document, Kenya Local Government Reform Programme (KLGRP) among others. Despite increased attempts to develop strategic document and policies, not much has been achieved in terms of effective implementation of these strategies and policies (Olsen, 2005). Most local authorities have proven to be largely ineffective and inefficient in achieving their strategic objectives. The service delivery still remains limited and inefficient in most local authorities. However, no study has been done in Kenya to establish the factors affecting the implementation of strategic plans in Kenyan local authorities. Yet, successful strategic plans implementation is a critical aspect in the strategic management process. This poses a gap which this study sought to fill through an assessment of the factors affecting the implementation of effective strategic plans in Kenya's local authorities with reference to Nairobi City Council.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objectives**

The general objective of the study was to establish the factors affecting implementation of strategic plans in local authorities in Kenya.

### **1.3.2 Specific objectives**

- i. To establish how resource allocation affects strategy implementation in *Nairobi city council*.
- ii. To assess the extent to which communication affects strategy implementation in *Nairobi city council*.
- iii. To establish how the existing structures affect strategy implementation in *Nairobi city council*.
- iv. To analyse how top management support affects strategy implementation in *Nairobi city council*.

### **1.4 Research Questions**

- i. How does resource allocation affects strategy implementation in *Nairobi city council*?
- ii. To what extent does communication affects strategy implementation in *Nairobi city council*?
- iii. How do the existing structures affect strategy implementation in *Nairobi city council*?
- iv. To what extent does the support of top management affects strategy implementation in *Nairobi city council*?

### **1.5 Significance of the study**

The findings of the study will have important implications on the future of local authorities in Kenya. Firstly, the study will be significant to the Ministry of local government and the local authorities in Kenya. Secondly, the study is expected to contribute to the body of knowledge which will guide policy makers and the government ministries in strategy implementation. This will help in improving the service delivery of the local authorities in Kenya. Thirdly, it will highlight the factors that affect effective execution of strategic plans in local authorities. The study will also form a base for future academicians and other researchers interested in the same subject.

## **1.6 Scope of the study**

The study was conducted in Nairobi city council. However, due to cost and time barriers this research mainly focused on top and middle level management who were expected to give more information of strategy implementation in Nairobi city council. Top and middle level management were chosen because they are directly involved in strategy implementation hence conversant with the strategic plan implementation at the council.

## **1.7 Limitations of the study**

The study was limited by the fact that questionnaires were used to collect most of the data. The main limitation with this is that some respondents may have over-rate or under-rate the strategy implementation effectiveness. To overcome this, response from the top management board were used for validation. Another limitation was lack of adequate literature materials in this area hence over reliance from unpublished conference materials and other secondary sources. There was a challenge of the correspondence some of who were suspicious of the study hence refused to cooperate. However, an explanation of the benefits of the research was used to help build a rapport with the respondents.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter provides information from publications on topics related to the research problem. It examines what various scholars and authors have said about implementation of strategic plans and challenges that affect strategy implementation. The chapter is divided into four main areas: theoretical review, empirical review, overview of literature review and the conceptual framework.

#### 2.2 Theoretical Review

Higgins (2007) describes strategic implementation as the process of allocating resources to support chosen strategies. This process includes the various management activities that are necessary to put strategy in motion and institute strategic controls that monitor progress and ultimately achieve organizational goals. Further, the studies points out that almost all the management functions—planning controlling organizing motivating, leading directing integrating, communication and innovation- are in some degree applied in implementation process. Various models of strategic implementation were reviewed including porters five force model of strategy implementation, Porters (2007) five forces theory, Burlkardt (2005) theory, Zyen (2009) theory, McNamara (2009) Theory, Hall's (2004) theory, and Mintzberg (1994) theory.

Porters (2007) five forces theory of strategic planning provides a framework that models an industry as being influenced by five forces. Porter assumed that companies, when implementing strategies, must do so within the framework of five forces; the force of suppliers, the force of buyers the force of substitute products, the force of new entrants and the force of competitive rivalry. The five-force model looks at the strength of the five distinct competitive forces, which, when taken together, determine long-term profitability and competition. The strategic business manager seeking to develop an edge over rival firms use this model to understand the industry context in which the firm operates (Porter, 2007).

Burkhart's theory of strategic planning points out that strategic planning determines the company's current position, where they want to go, how to get there and how they will know if they got there or not. Current position of the company can be assessed with the help of SWOT analysis. Strategic planning should respond to changing circumstances of the environment in the best possible way. It can be described as externally oriented planning i.e. their own products and competitor products were viewed from an outsider's point of view. Therefore setting goals is necessary and an approach must be developed to achieve these goals. There is no one perfect strategic planning model. Each organization has to develop its own model of strategic planning often by selecting a model and modify it (Burkardt, 2005).

Zyen theory of strategic planning defines strategy as a means by which organizations deal with risks and rewards in order to achieve their objectives. The values of strategy, planning and strategic planning are paramount to any organization. Organizational relationships with clients often begin with strategic planning. Many successful companies are those that plan. Therefore, organizations use strategy as a means of dealing with uncertainty (Zyen, 2009).

McNamara (2009) indicates that strategic planning determines where an organization is going over the next year or more and how it is going to get there. According to his theory, the process of strategic planning is organization-wide, or focused on a major function such as a division, department or other major function. Planning typically includes several major activities in the process.

In setting strategic direction, planners carefully come to conclusion about what the organization must do as a result of the major issues and opportunities facing the organization. These conclusions include strategic goals the organization should achieve and the strategies to achieve the accomplishment. Goals should be designed and worded as much as possible to be specific and clear (McNamara, 2009).

According to Hall (2004), strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including SWOT analysis and PEST analysis.

According to this theory, strategic planning is the formal consideration of an organization's future course. All strategic planning deals with question like "what do we do", "For whom do we do it?" and "How do we excel?"

Hall (2004) observes that strategic planning is a tool for effectively plotting the direction of a company; however, strategic planning itself cannot foretell exactly how the market will evolve and what issues will surface in the coming days in order to plan the organizational strategy. Therefore, strategic innovation and tinkering with the 'strategic plan' have to be cornerstone strategy for an organization to survive the turbulent business climate.

Implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy is useless (Alexander, 1991). The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure. However, transforming strategies into action is a far more complex and difficult task.

According to Mintzberg (1994), organizations begin strategy formulation by carefully specifying their missions, goals and objectives, and then they engage in SWOT analysis to choose appropriate strategies. Further, he suggests that the traditional way of thinking about strategy implementation focuses only on deliberate strategies. Some organizations begin implementing strategies before they clearly articulate mission, goals, or objectives. In this case strategy implementation actually precedes strategy formulation. Mintzberg calls strategies that unfold in this way emergent strategies. Implementation of emergent strategies involves the allocation of resources even though an organization has not explicitly chosen its strategies. Most organizations make use of both deliberate and emergent strategies. Where deliberate or emergent, however, a strategy has little effect on an organization's performance until it is implemented (Mintzberg, 1994).

According to Pearce and Robinson (2004), Implementation stage is commonly referred to as action phase of the strategic management process. While other phases of

formulation, analysis and choice of strategy are important, these phases cannot ensure success alone. A strategy must be translated into action, and that action must be carefully implemented. Implementation of strategy is initiated in three interrelated stages which include identification of measurable, mutually determined annual objectives, development of specific functional strategies and communication of policies to guide decisions

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation – communication, interpretation, adoption and action – are not necessarily successive and they cannot be detached from one another. Successful strategy implementation requires strong leadership that enables allocation of resources, business process and policies that support the strategy. According to Atreya (1995) internal leadership is needed to drive strategy implementation process towards the right direction. What makes it even tougher to implement strategy is the varied range of activities that need to be performed and the varied skills needed to perform them. Just because the management has decided on strategy does not mean that subordinates will follow and cooperate in its implementation. A number of issues are involved including vested interest; office politics, existing attitudes and ingrained practices all of which play a major role in strategy implementation (Atreya, 2007).

## **2.3 Empirical Review**

The empirical literature review is modeled on previous studies of on strategy implementation. The review is based on, resource allocation, organizational structures, communication, top management's support.

### **2.3.1 Resources allocation and strategy implementation**

The first stage of implementation of the corporate plan is to make sure that the organization has the right people on board. These include those folks with required competencies and skills that are needed to support the plan. In the months following the planning process, it is important to expand employee's skills through training, recruitment or new hires to include and add new competencies required by the strategic plan (Olsen, 2005).

The organization need to have sufficient funds and enough time to support the implementation process. True costs are estimated and identified. True costs include realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by a vendor. Additionally, employees are given enough time to implement any additional activities that they aren't currently performing (Olsen, 2005). Resource allocation is a central management that follows for strategy execution. Equitable resource allocation and sharing is an important activity that enhances strategy execution. The resources include financial, physical, human, technological and good will resource.

The budgetary resources should be marched with departmental operations. Effective implementation of any organization's strategic plan depends on rational and equitable resource allocation across the organization. Proper links should be developed between the strategic plan and operational activity at departmental levels in order to necessitate proper implementation of strategies (Birnbaum, 2000).

Effective resource allocations ensure that strategies and activities are well funded and that there will be no deficit budgeting during the plan period and in future. Hybrid interventions that combine internal competencies and outsourcing may need to be considered, especially in respect of specific activities. In order to attain financial sustainability, during the planning period , it is necessary to identify alternative sources of revenue to reduce dependency on one revenue line, streamline the collection and accounting for revenue and lobby for enhanced long term funding from the GoK, partners and communities. This should be complemented by structural changes that will ensure that resources are allocated to areas and operations that generate revenue (CHE, 2008).

A budget is a resource collection that helps strategic managers to coordinate operations and facilitates managerial control of performance. An institution develops a budget to cater for all the activities in the strategic plan. Effective implementation of any strategic plan depends on rational and equitable resource allocation across the organization and investment. Resource allocation helps strategic managers to coordinate operations and facilitates control of performance. It is important to have a budget for the whole organization or sub-unit .The financial objectives of all the

departments should be indicated. The strategic plan is linked to the annual business plan i.e. the budget (Birnbaum, 2000).

In the period of strategic plan, variables are likely to arise during implementation that may not be obvious at the beginning. However, during annual performance plans, envisaged changes, challenges, and other unforeseeable factors can easily be incorporated and adjustments made. These are rationalized against the budget estimates and actual resource availability for execution (Birnbaum, 2000).

Usually budgets are included in the strategic and annual plan, and with work plans. Budgets specify the money needed for the resources that are necessary to implement the annual plan. Budgets depict how the money will be spent, for example, for human resources, equipment, and materials. There are several budgets like operating which are associated with major projects; project budgets that are associated with projects; capital budgets that deal with operating some major assets; and cash budgets that depict where the cash will be spent in the near term, for example, over the next three months and is important in order to know if one can afford bills that must be paid soon (McNamara, 2009).

In Kenya, most local authorities lack the right personnel with the required skills and competences to carry out duties effectively. In addition to this, these organizations lack adequate funds to implement their strategies. In most cases they take long to accomplish their programmes. Budgetary deficits are a common feature in most institutions. Equally these institutions don't provide adequate training to their work force. Much of the training if any is offered to the top management. This is insufficiency of resources hampers implementation of strategies (Onsongo, 2007)

### **2.3.2 Structure and strategy implementation**

An organizational structure is necessary if its strategic purpose is accomplished. Thus organizational structure is a major priority in implementing a carefully formulated strategy (Hussey, 1998). If activities, responsibilities, and interrelationships are not organized in a manner that is consistent with the strategy chosen, the structure is left to evolve on its own. If structure and strategy are not coordinated, the results will probably be inefficiencies, misdirection and fragmented efforts (Hussey, 1998).

A structure is a concept that involves the division of tasks for efficiency and clarity of purpose, and coordination between the interdependent parts of the organization to ensure organizational effectiveness. Structure balances the need for specialization with the need for integration (Hussey, 1998). Structure is not the only means of getting organized to implement the strategy, reward systems, planning procedures and information and budgetary systems are other examples that should be employed.

According to Olsen (2005) an organization establishes the structure of management and appropriate lines of authority, open lines of communication with the employees during the execution of strategies. A plan owner and regular strategy meeting are two easiest ways that the management adopts to put a structure in place. Meetings to review the progress are scheduled monthly or quarterly, depending on the level of activity and time frame of the plan.

Formal arrangement of roles and relationships of departments, sections and concerned people are developed so that work is directed towards meeting the goals and meeting the mission of the organization. A clear structure during the implementation is important because it indicates how objectives and policies will be established and how resources will be allocated. A firm can adopt simple structure, geographic structure, divisional structure, business unit structure, functional structure or matrix structure depending on its size and development levels (Olsen, 2005).

Successful strategy implementation depends to a large extent on the organizations structure because it is the structure that identifies key activities within the organization and the manner in which they will be coordinated to achieve the strategy formulated. Structure also influences how objectives and policies will be established, how resources will be allocated and the synergy across the departments. It is necessary for an organization to rationalize its operational/management structures so as to streamline it to be effective in strategy execution. This would include transfers, mergers, and creation of new departments and divisions for effective management. The organization structure therefore should fit with the intended strategies (Birnbaum, 2000).

### **2.3.3 Communication and strategy implementation**

Birnbaum (2000) indicates that strategy implementation requires the transfer of information from one person to another through specific channels. Communication allows sharing of ideas, facts, opinions and emotions and above all provides feedback. In organizational strategy implementation, information flows in all directions i.e. downwards, upwards and *literally* (Chapman, 2004). The managers transmit information to their juniors about the activities of the cooperate plans. These could be inform of instructions, procedures and job descriptions about various tasks to be performed by all the employees. The juniors freely communicate their ideas, suggestions, comments and complaints to the management on strategic objectives. These can be done through supervisors, joint consultative committee, suggestion schemes, trade unions or grapevine. Departmental communication is encouraged through inter-departmental meetings, committees and personal consultations. The management of the organization therefore thinks about the communication needs that need to be articulated during strategy implementation.

From the study by Chapman (2004) all doors of communication are opened as a way of problem solving and feedback provided immediately to enhance strategy implementation. Development of ICT facilities is pivotal in creating the necessary networking to the whole organization. For the strategic plan to be achieved all the departments need to work dependently and effective communication is quite crucial because it provides synergy. Information access, sharing and exchange are exploited to their full potential.

### **2.3.4 Top management support and strategy implementation**

According to Chapman (2004), the management of the organization provides direction to workers as they pursue a common mission in implementing strategies. The leaders influence their relationship with their followers in the attempt of achieving their mission. Effective leadership is very crucial during strategy execution and can be achieved through participation by all groups and individuals captured in strategic plan through freedom of choice of leaders by team members. This leads to rational leadership styles for those with good leadership qualities and qualifications (Chapman, 2004).

A good strategic leader operates without bias, be visionary, self-confident, has empathy and respect to others, be well trained and experienced, be morally sound and conceptual. Strategy implementation calls for leadership to be enhanced through training, people oriented, well focused and upholding of organizational, community and social ethics. All these are important ingredients of realizing desired output-outlined in the plan. Efficient and effective leaders guide the rest of the employees through the strategic plan with a lot of ease and provide solutions and explanations to unclear issues (Chapman, 2004).

## **2.4 Overview of Literature Review**

The literature has shown most local authorities do not have clear lines of authority especially in relation to strategic plans implementation. As a result there is a lot of conflicting and duplication of roles which affects the execution of operations. Although most of these institutions have departments and sections, communication flow is not sufficient. Much of the information is in written form. Meetings to discuss the development of strategies are not commonly held and therefore it is not possible to find out when plans started to derail back. Most of the employees at the lower cadre are not involved in decision making especially on deciding performance management strategy. Despite these setbacks, no empirical study has been conducted to assess the factors affecting implementation of strategic plans at the local authorities in Kenya. This poses a gap which this study sought to fill with reference to Nairobi city council.

## **2.5 Conceptual framework**

The purpose of this study was to establish the factors affecting the implementation of strategic plan in local authorities in Kenya. The relationship between the independent and dependent variables for this study is indicated in figure 2.1 below.

## Independent variables

## Dependent Variable

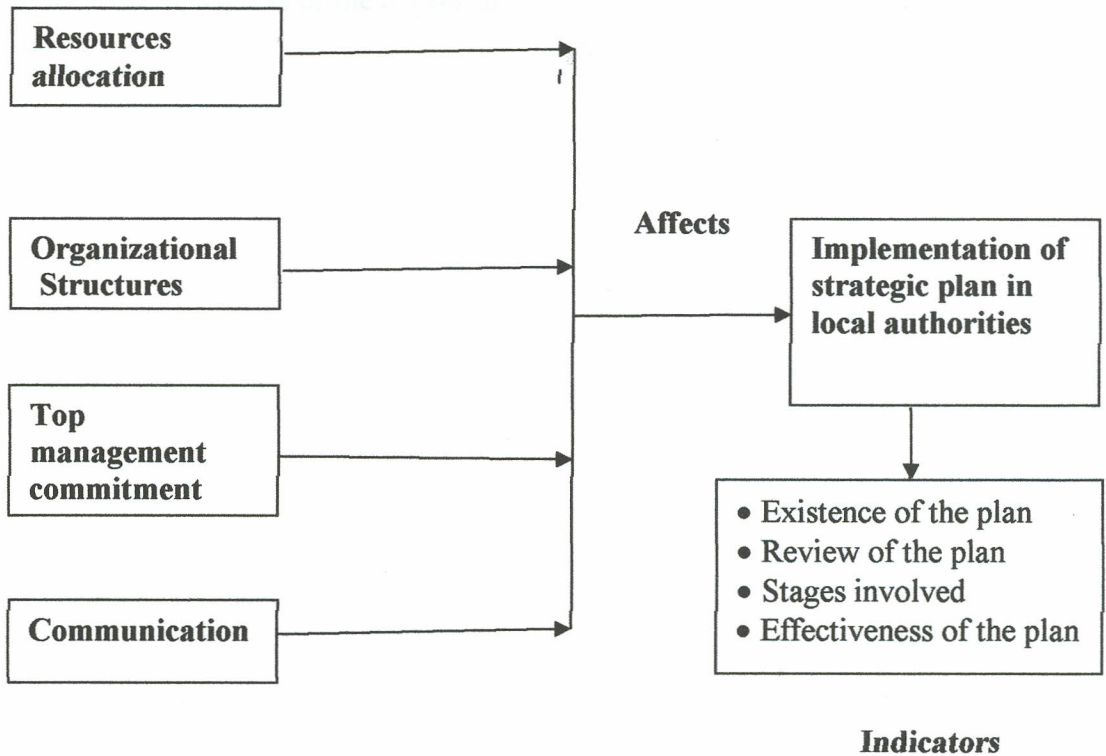


Figure 2.1: Schematic Diagram

Source (Researcher, 2010)

### 2.5.1 Operationalization of study variables

Adequate resources ensure that activities of the strategic plan are well funded and that there is no deficit budgeting; there is proper coordination of operations and facilities control of performance. Effective organizational structure on the other hand dictates how objectives and policies will be established and facilitates resource allocation; outlines the roles and relationships of staff; identifies lines of communication and authority; ensures proper coordination of activities; and promotes synergy across the departments. Good communication systems help to track progress of the strategic plans and make it fast to adopt to change; leads to establishment of action plans; identifies the means of achieving each action plan; and indicates the programmes of activities and the steps to be followed. Strategy implementation therefore requires an integrative point of view not only the organizational structure, but cultural aspects and human resource perspectives. It is dangerous, however, when implementing a new strategy, to ignore the other existing components. The implementation process is

ideally a boundary less set of activities otherwise its bound to fail if it fails to integrate with the other existing aspects of the organization.

## MARKETING STRATEGY

### 3.1 Introduction

The first step in the development of a marketing strategy is to define the organization's mission and vision. The mission statement is a concise statement of the organization's purpose and values, while the vision statement is a statement of the organization's long-term goals and aspirations. These statements provide a clear direction for the organization and serve as a guide for all marketing activities.

### 3.2 Market Design

The next step in the development of a marketing strategy is to identify the target market. This involves defining the characteristics of the customers who are most likely to purchase the organization's products or services. Once the target market is identified, the organization can develop marketing programs that are tailored to the needs and preferences of that market.

The final step in the development of a marketing strategy is to develop a marketing plan. This plan outlines the organization's marketing objectives, the strategies and tactics that will be used to achieve those objectives, and the resources that will be required. The marketing plan is a comprehensive document that serves as a blueprint for the organization's marketing activities. It provides a clear and concise overview of the organization's marketing strategy and serves as a guide for all marketing decisions.

### 3.3 Target population

The target population is the group of people who are most likely to purchase the organization's products or services. This group is defined by a set of characteristics, such as age, gender, income, and education. The target population is the focus of the organization's marketing efforts, and it is important to understand their needs and preferences in order to develop effective marketing programs.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presents methodology through which data was collected and analyzed so as to answer the research questions. The methodology was guided by the study objectives. The sub-sections included; research design, target population, sample selection, research instruments, data collection procedures and data analysis.

#### 3.2 Research design

The study used descriptive survey research design to establish the factors affecting the implementation of strategic plan in local authorities in Kenya. Orodho (2004) notes that survey research design is intended to produce statistical information about aspects of the population that interest policy makers without manipulating any variables.

The choice of the descriptive survey research design was made based on the fact that the problem under study is clear. Therefore the researcher would collect data from respondents on their opinions and attitudes concerning strategy implementation in local authorities in Kenya. Mugenda and Mugenda (2003) assert that a descriptive research design is used when the researcher can engage in a field survey by going to the population of interest for the information to explain certain features about the problem under study. This design helped to explore the state of affairs as it exists. Because it is based on fact finding, the study gave a real experience of what is happening in the field.

#### 3.3 Target population

The target population for this study included all the 83 top and 117 middle level management in Nairobi city council (NCC, 2008). These will be selected because they are directly involved in strategy implementation in the local authorities hence well conversant with the strategic plans implementation process.

### 3.4 Sampling Design

According to Orodho (2002) sampling involves selecting a given number of subjects from a defined population so as to represent the entire population. Any statements made about the sample should also be true of the population. In this study, sampling design adopted included; purposive, stratified and simple random sampling techniques. Purposive sampling was used to select the top and middle level management as the target population because they are directly involved in the strategy implementation in the local authorities. Stratified sampling was used to group the target population into categories or strata based on the cadre. In this case, two strata were identified namely; top management and middle level management. According to Kothari (2003), representative sample size should be in the range of 10% to 30% of the target population. From each stratum, 30% of the individuals in each stratum were selected through simple random technique. This ensured that all the individuals in each of the stratum have equal probability/chances of being selected in the study. This helped to eliminate the biasness. The total sample size was 60 respondents as shown in table 3.1.

**Table 3.1: The Sampling Matrix**

Categories /strata	Total population	Multiplier factor	Sample Size
Top management	83	0.3	25
Middle level management	117	0.3	35
<b>TOTAL</b>	<b>200</b>		<b>60</b>

Source: (Researcher, 2010)

### 3.5 Data collection

#### 3.5.1 Data collection instruments

The main tool for data collection in this study was the questionnaire. The researcher chose this method because firstly, it is cheap to administer since it does not require a

trained researcher to distribute and collect the questionnaires. Secondly the questionnaire eliminates interactions between the interviewer and the respondents which reduce biasness. Moreover, the person filling the questionnaire is anonymous and therefore may be willing to give information especially over sensitive issues. It is a useful method particularly when the questions are straightforward enough to be comprehended without verbal explanations (Kothari, 2003).

This study used questionnaire, which contained both open and closed questions. The open-ended questions was used because the respondent's supplies their own answers without being constrained by a fixed set of possible responses, while closed-ended questions were used because they were easy to analyze and administer since respondents' answers were limited to a fixed set of responses. Secondary data was obtained from the strategic plans, journals, and internet and management reports.

### **3.5.2 Validity and reliability of the instruments**

*The data collection instrument were pre-tested on a purposively selected sample of 10 respondents, that is; five from top and five from middle level management. The results from the pre-testing the questionnaire assisted the researcher to restructure and modify the research instruments. The results of the pre-testing were also used to measure validity and reliability of the instrument used to collect data. The respondents who participated in the pre-testing of the questionnaire did not form part of the actual sample selected in the study. This was to avoid biased results.*

### **3.5.3 Data collection procedure**

*The first step was to seek a letter of introduction from school of business, Kenyatta University, a step which helped the researcher to get information easily. The second step was to distribute the questionnaires to the target respondents. This was made easier by an accompanying letter which was not only introducing the researcher but also indicated the value of the research to the respondents. The questionnaires were distributed by the researcher. The data collection process took two weeks.*

## **3.6 Data analysis**

After the field work, the collected data was coded and analyzed. Data analysis was done with the aid of Statistical Package for Social Sciences (SPSS) computer software. Quantitative data was analyzed through both descriptive statistics (such as

frequencies and percentage) and inferential statistics (such as ANOVA and multiple linear regression) in order to establish the relationship between dependent and independent variables. Qualitative data was analyzed using content analysis method. The data was presented using bar graphs, pie charts, tables and figures.

The multiple linear regression model adopted in this study was as follows;

**Equation 3.1: A Multiple Linear Regression Model One**

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots + \beta_n X_n + \varepsilon$$

Where: Y – Implementation of strategic plans (Dependent variable)

$X_{1-n}$  - independent variables whereby ( $X_1$ = Resource Allocation;

$X_2$ =Organizational Structures,  $X_3$ =Top management support,

$X_4$ =Communication)

$\alpha_0$  - alpha coefficient/constant

$\beta_{1-n}$  – Regression coefficients

$\varepsilon$  – error term.

# CHAPTER FOUR

## RESEARCH FINDINGS

### 4.1 Introduction

This study sought to establish the factors affecting implementation of strategic plans in local authorities in Kenya. This chapter contains the data analysis, results and the interpretations. The analysis was done using SPSS (Version 16). Sixty employees of Nairobi city council were sampled. The study achieved 100% response rate since all administered questionnaires were all received back fully filled. The findings are presented in frequency tables, percentages, pie charts and bar graphs. The results were presented below:

### 4.2 Analysis of the Response Rate and Demographic Information

#### 4.2.1 Analysis of the Response Rate

The study targeted respondent from both top management and middle level management. The information contained in table 4.1 shows that 41.7% of the respondents were from top management while 58.3% were from middle level management. This shows that the study attained 100% response rate since all the target employees responded adequately.

#### 4.2.2 Analysis of Demographic Information

Table 4.1 shows the distribution of the respondents in the Nairobi city council. The table 4.1 shows that majority of the respondents (70%) were male while 30% were female. Majority of the respondents (48.3) were degree holders. The findings further show that most respondents (66.7%) had worked for 4 to 10 years in their respective position. This information is shown in table 4.1.

**Table 4.1: Analysis of the Response Rate and Demographic Information**

<b>Demographic Information</b>		<b>Frequency (n)</b>	<b>Percentage (%)</b>
<b>(Response Rate)</b> Employee category	Top management	25	41.7
	Mid-level management	35	58.3
<b>Gender</b>	Male	42	70.0
	Female	18	30.0
<b>Academic qualification</b>	Certificate	7	11.7
	Diploma	22	36.7
	Degree	29	48.3
	Masters	2	3.3
<b>Number of years of service</b>	Below 3 years	5	8.3
	4 to 10 years	40	66.7
	11 to 20 years	15	25.0
<b>Overall Total (N)</b>		<b>60</b>	<b>100.0</b>

**Source: (Field Data, 2010)**

### **4.3 Resources Allocation**

The study sought to establish how resource allocation affects strategy implementation in Nairobi city council.

#### **4.3.1 Resources to Implement the Strategic Plans**

The respondents were asked to state whether the council have all the needed resources to implement the strategic plans. The findings in table 4.2 show that the council did not have all the needed resources to implement the strategic plans according to majority of the respondents (93.3%).

**Source: (Field Data, 2010)**

**Table 4.2: Resources to Implement the Strategic Plans**

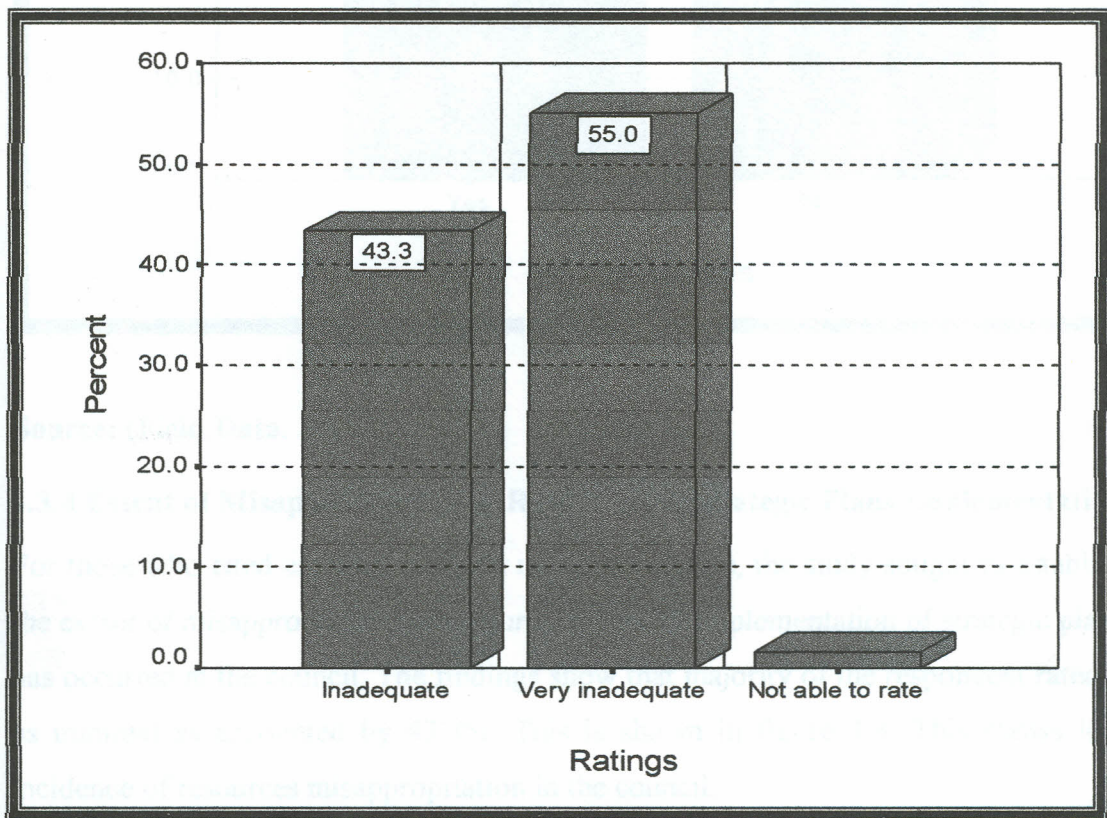
Responses	Frequency	Percent
Yes	4	6.7
No	56	93.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: (Field Data, 2010)

#### 4.3.2 Adequacy of the Resources for Strategic Plans Implementation

The findings in figure 4.1 show that majority of the respondents rated the adequacy of the resources allocated to strategic plans implementation as either very inadequate or inadequate as accounted by 55% and 43.3% respectively. This shows that the resources allocated to strategic plans implementation are inadequate at the council.

**Figure 4.1: Adequacy of the Resources for Strategic Plans Implementation**

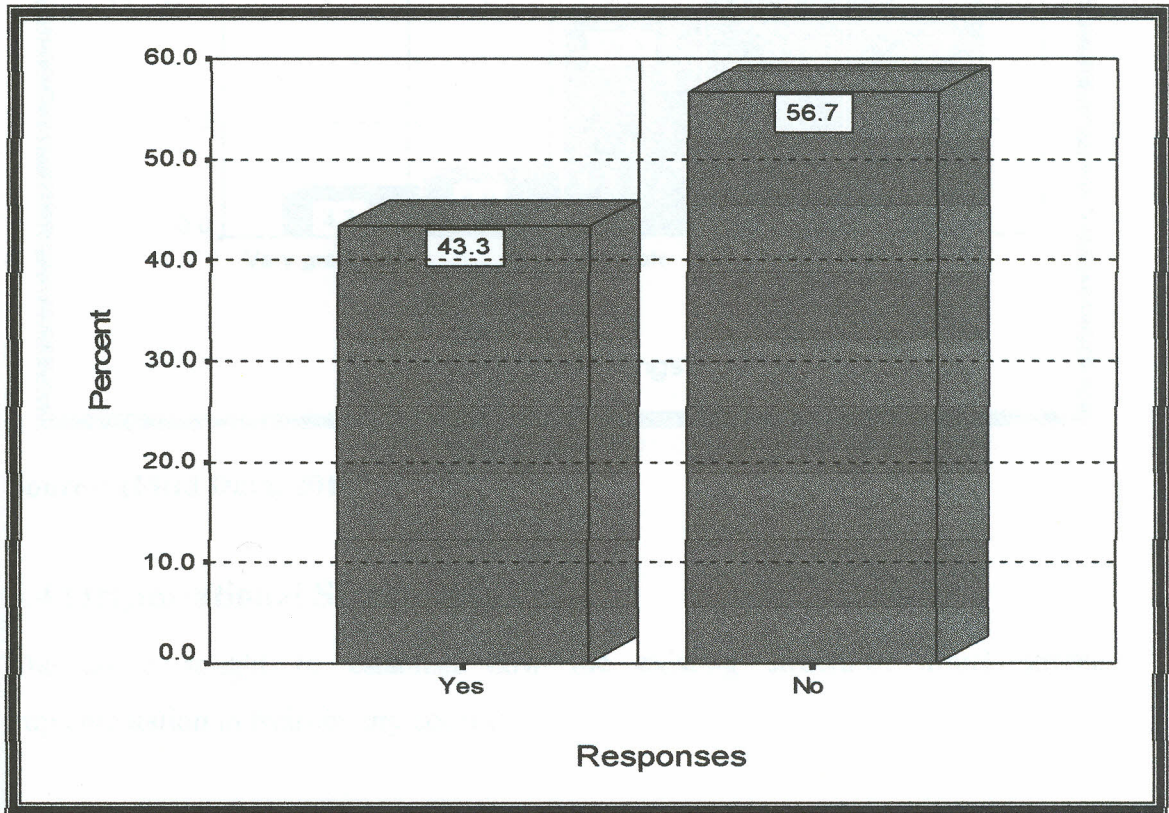


Source: (Field Data, 2010)

### 4.3.3 Cases of misappropriation of resource for strategic plans implementation

The findings in figure 4.2 show that more than half of the respondents (56.7%) were not aware of cases of misappropriation of resource meant for implementation of strategic plans reported at the council. However 43.3% were aware of cases of misappropriation of resource meant for implementation of strategic plans as shown in figure 4.2.

Figure 4.2: Cases of Misappropriation of Resource Meant for Implementation

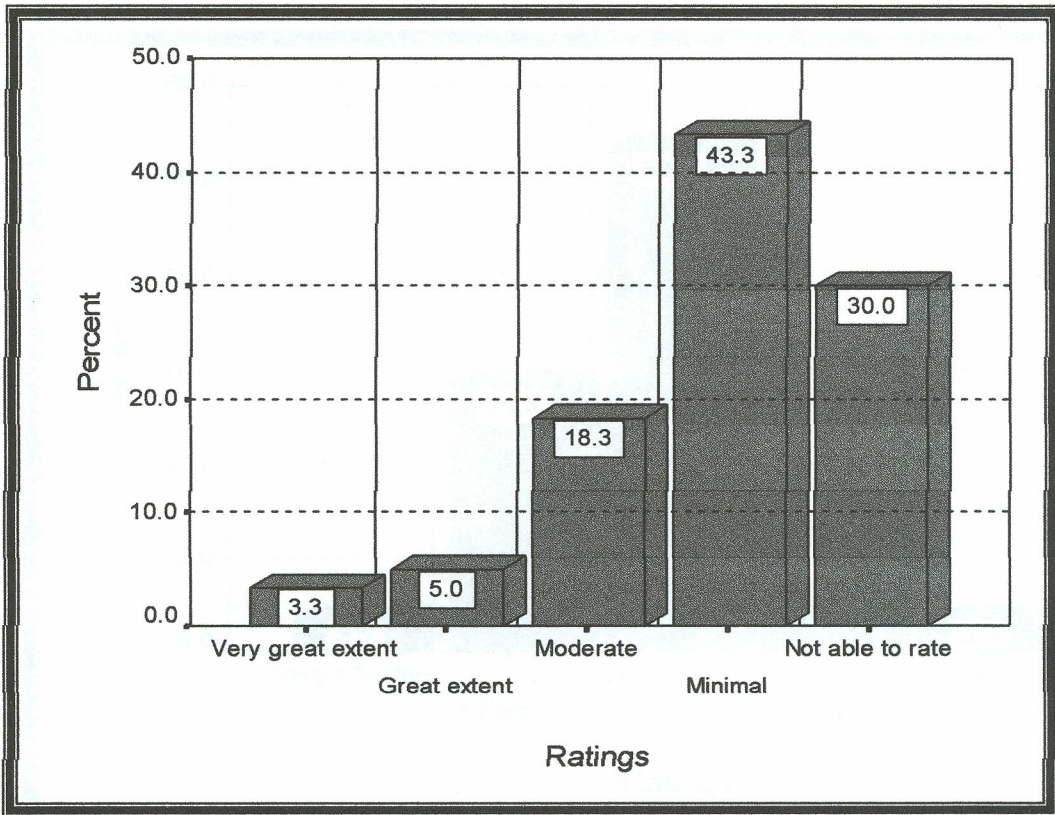


Source: (Field Data, 2010)

### 4.3.4 Extent of Misappropriation of Resource for Strategic Plans Implementation

For those who cited cases of resource misappropriation, the study sought to establish the extent of misappropriation of resource meant for implementation of strategic plans has occurred at the council. The findings show that majority of the respondent rated it as minimal as accounted by 43.3%. This is shown in figure 4.3. This shows low incidence of resources misappropriation in the council.

**Figure 4.3: Extent of Misappropriation of Resources**



Source: (Field Data, 2010)

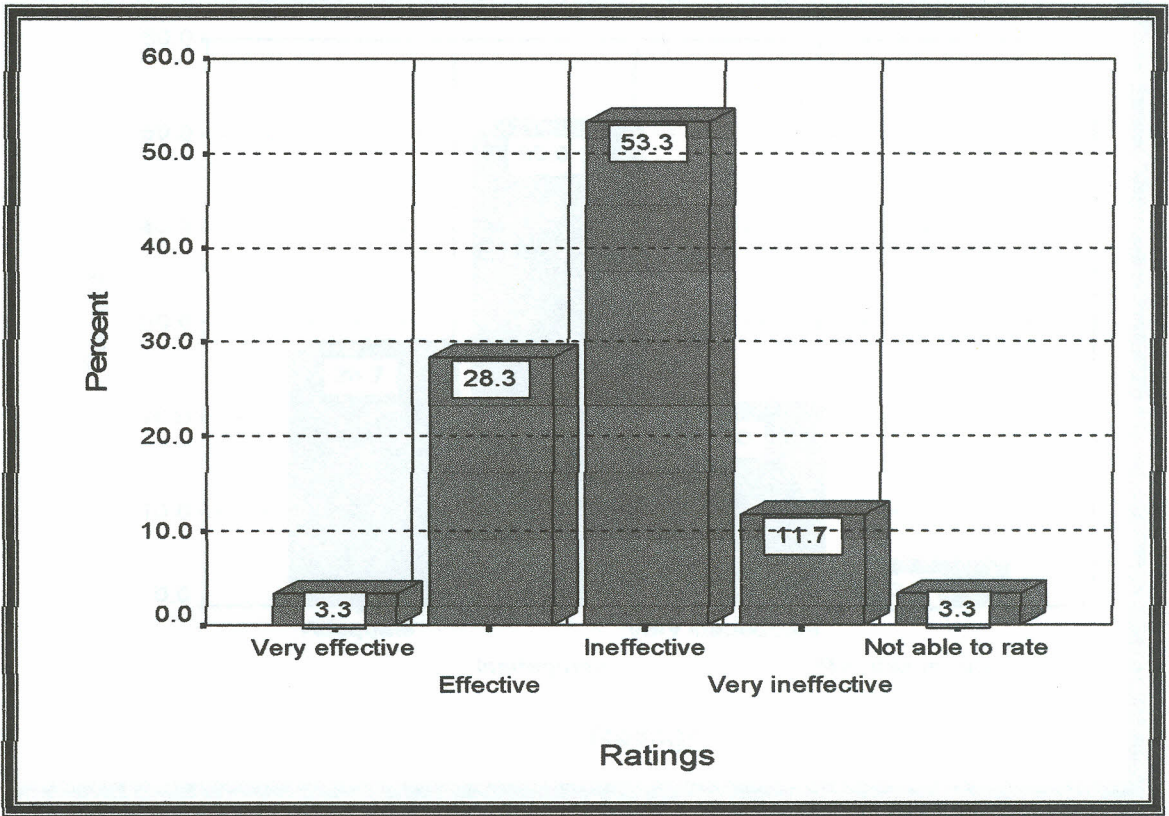
## 4.4 Organizational Structures

The study sought to establish how the existing structures affect strategy implementation in Nairobi city council.

### 4.4.1 Effectiveness of the Implementation of the Strategic Plan

The findings in figure 4.4 show that more than half of the respondents rated the effectiveness of the implementation of the strategic plan on the existing organizational structure at the council as ineffective as accounted by 53.3%. This show that the existing structures was unfit for effective implementation of the strategic plans at the council.

**Figure 4.4: Effectiveness of the Implementation in the Existing Structures**

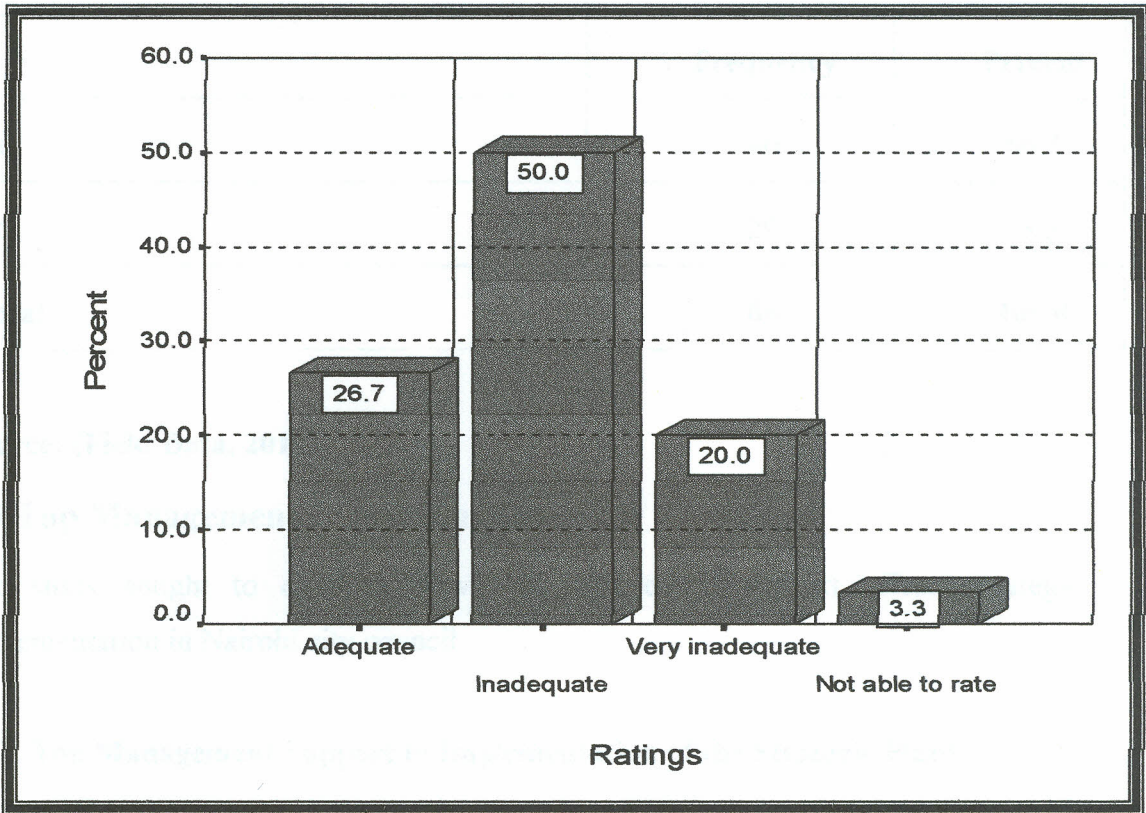


**Source: (Field Data, 2010)**

#### **4.4.2 Adequacy of the existing organizational structure**

Additionally, the half of the respondents rated the adequacy of the existing organizational structure in terms of implementation of the strategic plan at the council as inadequate as accounted by 50%. This shows that the existing structures at the council were not well suited for effective strategic plans implementation.

**Figure 4.5: Adequacy of the Existing Structure in Terms of Implementation**



**Source: (Field Data, 2010)**

#### **4.4.3 Challenge of Existing Structure in the Implementation**

The findings further show that the existing organization structure posed a challenge in the implementation of strategic plans at the council according to majority of the respondents (66.7%). Some of the challenges highlighted by the respondents included; too much bureaucracy, structure are very rigid, lack of clear policy, structures not in line with the strategic plans; structure lacks good flow of information on the various stages of the implementations of strategic plans and lack of guidelines in the structure on how strategic plans should be implemented.

**Table 4.3: Challenge of existing Structure in the implementation**

	<b>Frequency</b>	<b>Percent</b>
Yes	40	66.7
No	20	33.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: (Field Data, 2010)**

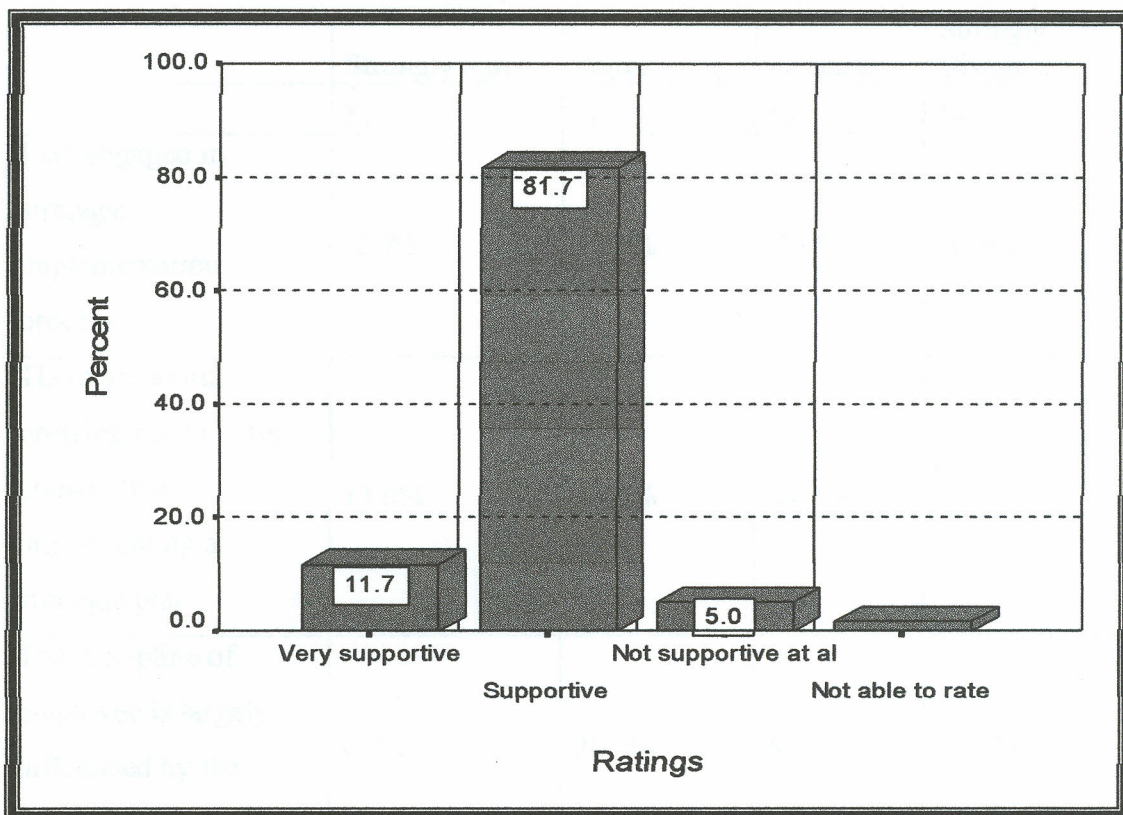
## **4.5 Top Management Commitment**

The study sought to establish how top management support affects strategy implementation in Nairobi city council.

### **4.5.1 Top Management Support to Implementation of the Strategic Plans**

Figure 4.6 show the respondents rating on the top management support to implementation of the strategic plans at the council. Most of the respondents rated the top management support as supportive as accounted by 81.7%. This shows that the top supports the implementation of the strategic plans at the council.

**Figure 4.6: Top Management Support to Implementation**



**Source: (Field Data, 2010)**

#### **4.5.2 Top Management Commitment levels**

The respondents were presented with statements which they were expected to rate the extent to which they agreed or disagreed with the stated statement a four point likert scale comprising of strongly agree, agree, disagree, strongly disagree was used and the results are as shown in table 4.4.

The findings show that most of the respondents agreed to the fact that they were engaged in strategic implementation process as accounted by 90.0%. In addition, the findings show that most of the respondents disagreed with the statement that; There are more pressing needs in the council than implementing a strategic plan, The discipline of employee is largely influenced by the strategic plan, The council would perform well even without a strategic plan as accounted by; 68.3%, 51.7% and 70.0% respectively. This shows that most of the top management were supportive and committed in the implementation of the strategic plans at the council.

**Table 4.4: Top Management Level Commitment**

	Strongly agree	Agree	Disagree	Strongly Disagree
	%	%	%	%
I am engaged in strategic implementation process	2.0%	90.0%	5.0%	8.0%
There are more pressing needs in the council than implementing a strategic plan	15.0%	13.3%	68.3%	3.3%
The discipline of employee is largely influenced by the strategic plan	6.7%	20.0%	51.7%	21.7%
The council would perform well even without a strategic plan		1.7%	70.0%	28.3%

Source: (Field Data, 2010)

## 4.6 Communication

The study sought to assess the extent to which communication affects strategy implementation in Nairobi city council.

### 4.6.1 Communication of Strategies to all Employees

The study sought to assess whether the strategic plans being implemented were well communicated to all employees of the council. The findings in table 4.5 show that the strategic plans were not well communicated to all employees of the council as accounted by 88.3. This indicated that most employees were not well informed of the council strategic plans since they were not properly communicate to them.

**Table 4.5: Communication of Strategies to all Employees**

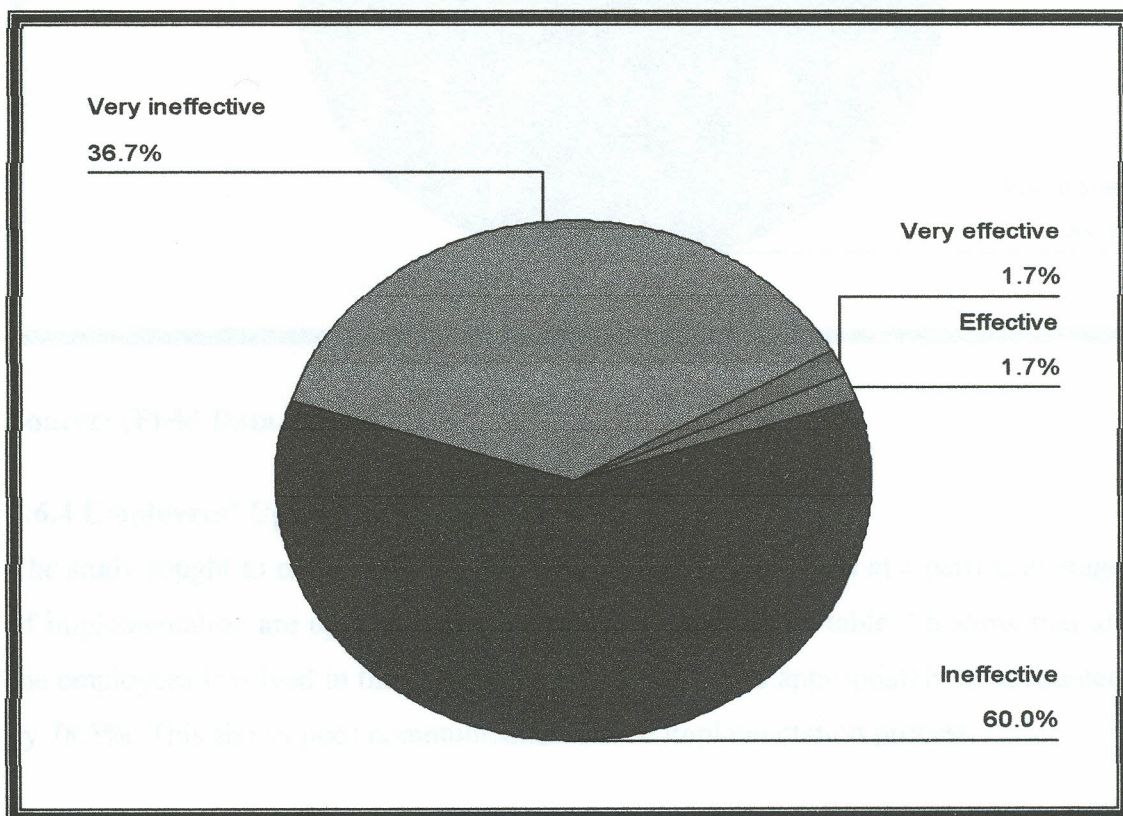
	<b>Frequency</b>	<b>Percent</b>
Yes	7	11.7
No	53	88.3
Total	60	100.0

**Source: (Field Data, 2010)**

#### **4.6.2 Effectiveness of the communication**

The findings in figure 4.7 show that most of the respondents rated communication in the implementation of the strategic plan at the council as ineffective as accounted by 60%. This shows that communication in relation to the implementation of the strategic plan at the council is ineffective.

**Figure 4.7: Effectiveness of the Communication in the Implementation**

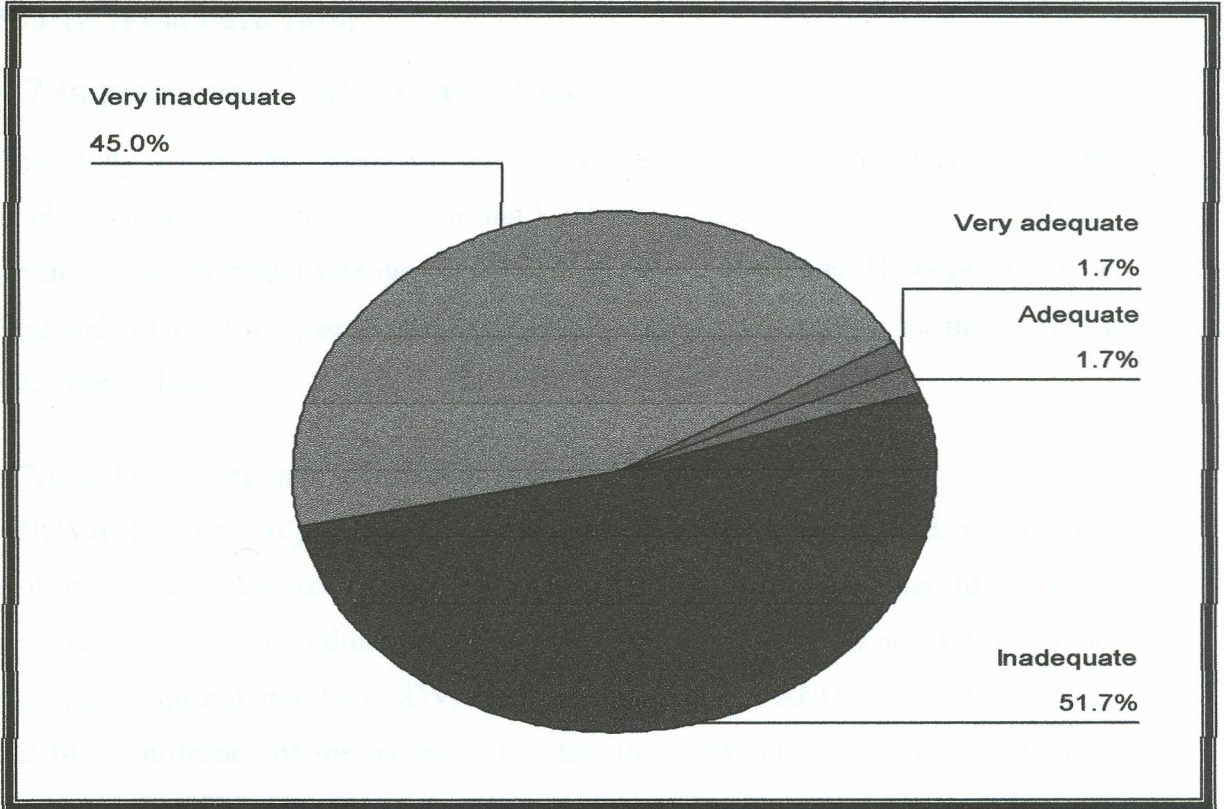


**Source: (Field Data, 2010)**

### 4.6.3 Adequacy of the Communication on the Implementation

The findings in figure 4.7 show that most of the respondents rated the adequacy of the communication made on the implementation of the strategic plan at the council as inadequate. This shows that there is no proper communication on the implementation of the strategic plans at the council.

**Figure 4.8: Adequacy of the Communication on the Implementation**



Source: (Field Data, 2010)

### 4.6.4 Employees' Update on Implementation

The study sought to establish whether all the employees involved at a particular stage of implementation are updated appropriately. The findings in table 4.6 show that all the employees involved in the implementation not updated appropriately as accounted by 78.3%. This shows poor communication on the implementation process.

**Table 4.6: Employees' Update on the Implementation**

	<b>Frequency</b>	<b>Percent</b>
Yes	13	21.7
No	47	78.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: (Field Data, 2010)**

## **4.7 Implementation of Strategic Plans**

The study sought to assess the effect of the various variables/factors on the implementation of strategic plans in the local authorities. To assess this, a multiple linear regression model was developed and adopted in the study. However ANOVA Test and Adjusted R squared were computed as the preliminary test for the model as discussed below.

### **4.7.1 ANOVA Test and Adjusted R squared**

ANOVA Test and Adjusted R squared were computed as the preliminary test for multiple linear regression model adopted in the study. These were used to show the significance of the regression model adopted in the study. Table 4.7 and 4.8 shows the adjusted R squared and the ANOVA test respectively. The ANOVA test was used to test the significance of the model and to test the variations within the model. The results of the ANOVA test shown a F-statistic of 183.991 which was significant at 0.05 ( $p < 0.05$ ). This means that the model adopted in the study was significant and the variables tested fitted the model well hence the variables tested (resources allocation, organizational structures, top management commitment and communication) explains 99% of the dependent variable.

**Table 4.7: Adjusted R Squared**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
.997(a)	.996	.990	.09311

**Source: (Field Data, 2010)**

**Table 4.8: ANOVA Test**

<b>Model</b>		<b>df</b>	<b>F-statistic</b>	<b>Sig. level (P-Value)</b>
1	Regression	4	3.381	0.0253
	Residual	55		
	Total	59		

a. Independent variables: Resources allocation, Organizational Structures, Top management commitment and Communication

b. Dependent Variable: Implementation of strategic plans

**Source: (Field Data, 2010)**

#### **4.7.2 Multiple Linear Regression Analysis**

The study sought to assess the effect of the various independent variables on the dependent variable. To achieve this, a multiple linear regression analysis was performed to test and explain the casual relationships between variables. The multiple linear regression model was composed of both the dependent and independent variables. The dependent variable of the study was implementation of strategic plans while the independent variables were; resources allocation, organizational structures, top management commitment and communication.

The multiple linear regression model for the study was as follows;

**Equation 4.1: A Multiple Linear Regression Model One**

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots + \beta_n X_n + \varepsilon$$

Where: Y – Implementation of strategic plans (Dependent variable)

$X_{1-n}$  - independent variables whereby ( $X_1$ = Resource Allocation;

$X_2$ =Organizational Structures,  $X_3$ =Top management support,

$X_4$ =Communication)

$\alpha_0$  - alpha coefficient/constant

$\beta_{1-n}$  – Regression coefficients

$\varepsilon$  – error term.

**Table 4.9: Multiple Linear Regression Analysis**

	Beta	T-statistic	P-Value
(Constant)	1.956	5.358	0.000
Resource Allocation	0.016	8.195	0.043*
Organizational Structures	-0.078	12.044	0.017*
Top Management Support	0.032	0.404	0.688
Communication	.144	17.014	0.014*

- Dependent Variable: Implementation of strategic plans
- \* Indicate significance at 0.05 (P-values < 0.05)
- $H_0$ : The independent variables have no significant effects on the dependent variable.
- $H_1$ : The independent variables have significant effects on the dependent variable

**Source: (Field Data, 2010)**

The significant variables were therefore extracted by applying the t-test to the independent variables at the 0.05 (5%) level of significance. The findings in table 4.9 show that resource allocation, organizational structures and communication were statistically significant at 0.05 (5%) level of significance while top management support was not statistically significant at 5%.

The non-significant variable was therefore removed from the model since it had no significant effect on the dependent variable. Therefore the new regression model appears as shown below.

**Equation 4.2: A Multiple Linear Regression Model Two**

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_4 X_4 + \varepsilon$$

Equation 4.2 shows that resource allocation, organizational structures and communication were the most significant factors that affected the Implementation of strategic plans in Nairobi city council. From this equation, it can be argued that the Implementation of strategic plans in Nairobi city council is mainly influenced by these two factors. Therefore the management of local authorities needs to put more effort in addressing issues related to resource allocation, organizational structures and communication as key factors since they play a crucial role in the implementation of strategic plans at the council.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the conclusions and recommendations of the entire project. The main issues presented in this chapter include; the summary of the findings, conclusions, recommendations and suggestions for further research.

#### 5.2 Summary of the Findings

The purpose of this study was to establish the factors affecting implementation of strategic plans in local authorities in Kenya. The study sought to establish how resource allocation, existing structures, top management support and communication affect strategy implementation in Nairobi city council. Based on the demographic distribution of the respondents, the findings shown that majority of the respondents (70%) were male while 30% were female. The findings show that more than half of the respondents (58.3%) were in the mid-level management while top level management accounted for 41.7%. Majority of the respondents (48.3%) were degree holders. This shows that the study both males and females were represented in the study and that both the mid-level management and top level management were captured as had been targeted in the methodology section. The fact that most respondents were degree holders implies that majority of top and middle level management had the right qualification based on the position they held at the council.

The study sought to establish how resource allocation affects strategy implementation at Nairobi city council. The findings revealed that the council did not have all the needed resources to implement the strategic plans (93.3%). In fact most of the respondents rated the adequacy of the resources allocated to strategic plans implementation as inadequate (96% cumulative). This shows that the resources allocated to strategic plans implementation are inadequate at the council. However, more than half of the respondents (56.7%) were not aware of cases of misappropriation of resource meant for implementation of strategic plans reported at the council. Those who cited cases of resource misappropriation rated it as minimal (43.3%). This shows low incidence of resources misappropriation in the council.

The study sought to establish how the existing structures affect strategy implementation in Nairobi city council. The findings showed that more than half of the respondents rated the effectiveness of the implementation of the strategic plan on the existing organizational structure at the council as ineffective (53.3%). Additionally, half of the respondents rated the adequacy of the existing organizational structure in terms of implementation of the strategic plan at the council as inadequate (50%). This shows that the existing structures were not well suited for effective strategic plans implementation at the council.

The findings further showed that the existing organization structure posed challenges in the implementation of strategic plans at the council according to majority of the respondents (66.7%). Some of the challenges highlighted by the respondents included; too much bureaucracy, structure are very rigid, lack of clear policy, structures not in line with the strategic plans; structure lacks good flow of information on the various stages of the implementations of strategic plans and lack of guidelines in the structure on how strategic plans should be implemented.

The study sought to establish how top management support affects strategy implementation in Nairobi city council. The study established that the top management was supportive (81.7%) to the implementation of the strategic plans at the council. In addition, through a four point likert scale, the study established that the top management was well engaged in strategic plans implementation process (90.0%). The study showed high levels of top management support and commitment in the implementation of the strategic plans at the council.

The study sought to assess the extent to which communication affects strategy implementation in Nairobi city council. The study established that the strategic plans were not well communicated to all employees of the council (88.3%) implying that were not well informed of the council strategic plans. Most of the respondents rated communication in the implementation of the strategic plan at the council as ineffective (60%). In addition, most of the respondents rated the adequacy of the communication made on the implementation of the strategic plans at the council as inadequate. This shows that communication in relation to the implementation of the strategic plan at the council was ineffective and inadequate. The findings further

showed that all the employees involved in the various stage of implementation were not updated appropriately (78.3%). This implies that there is poor communication on the implementation of the strategic plans at the council.

### 5.3 Conclusion

The aim of this study was to establish the factors affecting implementation of strategic plans in local authorities in Kenya. Based on the statistical analysis performed, it can be concluded that the most significant factors affecting implementation of strategic plans in local authorities in Kenya were; resource allocation, organizational structures and communication.

Additionally, the study developed Regression Model which can be adopted to assess the influence of the various factors of the implementation of the strategic plans at the council.

#### Equation 5.1: Regression Model

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_4 X_4 + \epsilon$$

Equation 5.1 shows that resource allocation, organizational structures and communication were the most significant factors that affected the Implementation of strategic plans in Nairobi city council. Therefore the management of local authorities needs to put more effort in addressing issues related to resource allocation, organizational structures and communication as key factors since they play a crucial role in the implementation of strategic plans at the council.

### 5.4 Recommendations

The study recommends that the management of local authorities need to mobilize a lot of resources and devote them to the implementation of the strategic plans. In addition, the Government should increase its budgetary allocation to the local authorities so as to boost its activities financially. This study established that the council did not have all the needed resources to implement the strategic plans.

The study recommends that the management of local authorities need to look at the organizational structure of the council with a view of reviewing and re-designing the existing organizational structure so as to fit well in the implementation of the strategic

plans at the council. This should in the long run translate to effective and efficient service delivery.

Communication is however critical to the success of any organization. The management of the council needs to enhance the communication channels and make a concerted effort of updating all employees on the various stages of implementation. In addition, training of all the staff on the various strategic plans is however necessary to ensure they are conversant on the contents and mode of the implementation since this study established that the strategic plans were not well communicated to all employees of the council.

### **5.5 Suggestions for Further Research**

This study targeted Nairobi city council, therefore future studies can be extended to cover municipal councils in other town in the country for comparison purposes to assess if similar factors apply to other regions of the country.

Further studies can also be conducted in other sectors or industry to ascertain whether similar factors influence the implementation of strategic plans in other industries.

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I am a postgraduate student at Kuvempu University, Shimoga, Karnataka. As part of my M.Phil. course, I am conducting a research on the implementation of strategic plan in local authorities. I am writing a research paper on this topic. I would appreciate if you could help me by providing me with the blanks in the attached list of questions. I am sure your help will be of great value to me. Thank you.

The information in this questionnaire is for research purposes only. Your response will your name be mentioned in the research paper. The information will not be used for any other purpose other than the research.

Your assistance in facilitating our research is highly appreciated. A copy of the research paper will be available to you upon request. Thank you in advance.

Yours faithfully,

Jyoti S. Nigam

Director

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## APPENDICES

### Appendix 1: Letter to the Respondent

John M. Ngugi,  
School of Business-  
Kenyatta University,  
P.O Box 34700,  
Nairobi.

I am a postgraduate student at Kenyatta University. As part of the partial fulfillment of the course, I am conducting a research on: *“The factors affecting implementation of strategic plan in local authorities in Kenya. A case of Nairobi city council”* For this reason I would appreciate if you would kindly spare a few minutes of your time to fill in the blanks in the attached list of questions to the best of your knowledge as they apply to you.

The information in this questionnaire will be treated as strictly confidential and in no instance will your name be mentioned in this research. Also, the information will not be used for any other purpose other than for this research.

Your assistance in facilitating the same will be highly appreciated. A copy of this research paper will be available to you upon request.

Thank you in advance.

Yours Faithfully

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John Mungai Ngugi

D53/RI/11434/04

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## Appendix 2: Questionnaire

### Introduction

This questionnaire seeks to gather information on *the factors affecting implementation of strategic plan in local authorities in Kenya. A case of Nairobi city council*” All the information you give will be treated confidentially and for academic purposes only. Please respond to all items in the questionnaire appropriately.

### PART A: BACKGROUND INFORMATION

#### Instructions

Put a tick (√) in the statements that relate to your situation.

Do not write the name of your institution anywhere on the questionnaire

#### 1. Gender of the Respondent

- 1) Male
- 2) Female

#### 2. Your academic qualification

- 1) certificate
- 2) Diploma
- 3) Degree
- 4) Masters
- 5) PHD
- 6) Other (Specify) .....

#### 3. Number of years served at the council?

- 1) Below 3 years
- 2) 4 to 10 years
- 3) 11 to 20 years
- 4) 21 years and more

## Part B: Resource Allocation

4. Does the council have all the needed resources to implement the strategic plans?  
 Yes     No
5. How would you rate the adequacy of the resources allocated to strategic plan implementation?
- |                     |                          |
|---------------------|--------------------------|
| 1) Very Adequate    | <input type="checkbox"/> |
| 2) Adequate         | <input type="checkbox"/> |
| 3) Inadequate       | <input type="checkbox"/> |
| 4) Very inadequate  | <input type="checkbox"/> |
| 5) Not able to rate |                          |
6. Are there cases of misappropriation of resource meant for implementation of strategic plans reported at the council?  
 Yes     No
7. In yes in the question above, to what extent would you say that misappropriation of resource meant for implementation of strategic plans has occurred at the council?
- |                      |                          |
|----------------------|--------------------------|
| 1) Very great extent | <input type="checkbox"/> |
| 2) great extent      | <input type="checkbox"/> |
| 3) moderate          | <input type="checkbox"/> |
| 4) minimal           | <input type="checkbox"/> |
| 5) Not able to rate  |                          |

## Part C: Communication

8. Are the strategies being implemented communicated to all employees?  
 Yes     No

9. How would you rate the effectiveness of the communication on the implementation of the strategic plan at the council?

- 1) Very effective
- 2) Effective
- 3) Ineffective
- 4) Very ineffective
- 5) Not able to rate

10. How would you rate the adequacy of the communication made on the implementation of the strategic plan at the council?

- 1) Very adequate
- 2) Adequate
- 3) Inadequate
- 4) Very inadequate
- 5) Not able to rate

11. Are all the employees involved at a particular stage of implementation updated appropriately?

- Yes       No

### Part D: Structures

12. How would you rate the effectiveness of the implementation of the strategic plan on the existing organizational structure at the council?

- 1) Very effective
- 2) Effective
- 3) Ineffective
- 4) Very ineffective
- 5) Not able to rate

13. How would you rate the adequacy of the existing organizational structure in terms of implementation of the strategic plan at the council?

- 1) Very adequate
- 2) Adequate
- 3) Inadequate
- 4) Very inadequate
- 5) Not able to rate

14. Does the existing organization structure pose any challenge in the implementation of strategic plan at the council?

- Yes       No

15. If yes above, what challenges?

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### **Part E: Top Management Support**

16. How would you rate the top management support to implementation of the strategic plans at the council?

- 1) Very supportive
- 2) Supportive
- 3) Not supportive at all
- 4) Not able to rate

17. Indicate the extent to which you agree or disagree with each statement by ticking on the appropriate column, using the scale below; SA – Strongly Agree, A– Agree, D– Disagree, SD– Strongly Disagree

Statement	SA	A	D	SD
1. I am engaged in strategic implementation process				
2. There are more pressing needs in the council than implementing a strategic plan				
3. The discipline of employee is largely influenced by the strategic plan				
4. The council would perform well even without a strategic plan				

### Part F: Implementation of Strategic Plans

18. Are you aware of the existence of a strategic Plan of the council?

Yes       No

19. How often do you review your strategic plan?

- 1) 0-1 year
- 2) Every two years
- 3) Every five years
- 4) Don't know

20. At what stage is the implementation of strategic plan at the council?

- 1) At the beginning
- 2) In the process of being implemented
- 3) Fully implemented
- 4) Not Implemented

21. How would you rate the effectiveness of the implementation of the strategic plan at the council so far?

- 1) Very effective
- 2) Effective
- 3) Ineffective
- 4) Very ineffective
- 5) Not able to rate

22. What recommendations would you make to enhance effectiveness and efficiency in strategic plans implementation in local authorities in Kenya?

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**THANKYOU FOR YOUR RESPONSES**