LEADERSHIP PRACTICES ON STRATEGIC PLANNING IMPLEMENTATION: A CASE OF KENYA LAW REFORM COMMISSION

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DECLARATION

I declare that this research project work is originally mine and has never been submitted for an award of a degree in any University for examination purposes.

Signature_____ Date_____

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The research project is submitted for examination with my approval as the university appointed supervisor.

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DEDICATION

I dedicate this project to my late parents for their ceaseless motivation in my academic pursuit. They were constant motivators, and they always wished to see the best out of me. This is dedicated to their fulfilment posthumously.

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I appreciate God's grace thus far. Further, I deeply appreciate Dr. Jane Njoroge, my supervisor. Her direction, support, and guidance have ensured the success of this project. Lastly, I appreciate my dear wife, Lilian, and our three daughters, Gloria, Nevada, and Ivy whose support has remained steadfast throughout the study time. I also acknowledge my classmates whose support has been pivotal in this academic journey.

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OPERATIONAL DEFINITION OF TERMS

Leadership Practices: Refers to any practice that gives direction to any group of people or an organization. They are visionary practices which help the team to achieve more and increase performance.

Management Practices: Refers to the functional methods and innovations used by managers to enhance the effectiveness and efficiency of systems at the workplace. Some of these practices include staff training, resource allocation, risk monitoring and management, communication to the staff, and succession planning among others.

Resource Allocation: The process of allocating and handling financial resources in a way that augments the successful attainment of the organizational strategic objectives. It is a component of public finance.

Risk Monitoring: Refers to the process of recognizing, evaluating, and assessing risks, accompanied by the efficient, coordinated use of resources to minimize the possibility of adverse events, minimize their effects or increase possibilities. Risk identification,

assessment and control will serve as indicators of measurement in the study.

Strategic Plan Implementation: This involves putting into practice the policies, actions plan, strategies, and programs that help an organization make the most of its limited resources and maybe obtain competitive advantages. It will be measured in terms of adequate infrastructure, increased membership, timely and quality service and performance appraisal reporting.

Succession Planning: Refers to a technique and plan for handing off leadership duties that is used to identify and develop new, future leaders who can fill such positions whenever they become open. It will be assessed by explicit education, policies, and cultural diversity.

ABBREVIATION AND ACRONYMS

ANOVA	Analysis of Variance
COSO	Committee of Sponsoring Organization of the Treadway Commission
ERM	Enterprise Risk Management
KLRC	Kenya Law Reform Commission
MSMEs	Micro, Small and Medium Enterprises
NACOSTI	National Commission for Science, Technology, and Innovation
RBV	Resource-Based View
SACCOs	Savings and Credit Cooperative Society
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SMEs	Small and medium-Sized Enterprises
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
USA	United States of America

ABSTRACT

Public sector institutions in Kenya increasingly rely on strategic plans to improve performance and accountability. However, despite extensive investments in strategy formulation, many organizations continue to face challenges in translating plans into measurable outcomes. The Kenya Law Reform Commission (KLRC), mandated to review, harmonize, and reform laws to facilitate constitutional implementation, has developed several strategic plans since its establishment. Yet, execution of these plans has remained weak, largely due to leadership, resource, and institutional constraints. This study sought to examine how leadership practices influence the implementation of strategic plans at KLRC, focusing on three key variables: resource allocation, risk monitoring, and succession planning. The study was anchored on the Resource-Based View (RBV) theory, Enterprise Risk Monitoring theory, and Scharmer's Theory U. These theories collectively explain how internal resources, risk management structures, and leadership development processes influence institutional performance. The study employed a descriptive research design that allowed collection of both quantitative and qualitative data from a target population of 100 KLRC employees drawn from six departments. Using stratified sampling, a sample of 52 respondents was selected. Primary data were collected using structured questionnaires based on a five-point Likert scale. Quantitative data were analyzed using descriptive and inferential statistics, while qualitative data were analyzed thematically. Regression analysis using SPSS v.23 was applied to test the relationship between leadership practices and strategic plan implementation. The findings established that leadership practices have a substantial impact on strategic plan implementation. Resource allocation was identified as an essential determinant for aligning financial and human resources with strategic priorities. However, limited budgetary provisions, delayed disbursement of funds, and overreliance on external support undermined effective execution. Risk monitoring was found to contribute positively to implementation by enabling identification and mitigation of potential threats, though the absence of a formal enterprise risk management framework weakened its overall influence. Regression results indicated a positive but statistically insignificant relationship between risk monitoring and strategic plan implementation ($p > 0.05$). Succession planning emerged as the most influential leadership factor affecting strategic plan implementation. The study found that structured career development, mentorship programs, and inclusivity in leadership succession foster institutional continuity and stability. Regression analysis confirmed a statistically significant relationship ($p < 0.05$) between succession planning and implementation effectiveness, indicating that strong succession systems enhance organizational performance. The regression model further revealed that resource allocation, risk monitoring, and succession planning collectively accounted for 11.8% of the variance in strategic plan implementation at KLRC, implying that other institutional factors such as communication, organizational culture, and employee motivation also play a role. The study concludes that effective leadership practices are critical to the successful execution of strategic plans in public institutions. It recommends that KLRC strengthen its resource allocation mechanisms by linking budgeting processes to strategic priorities and improving accountability in resource use. The Commission should also institutionalize comprehensive risk monitoring through a formal enterprise risk management policy. Furthermore, a structured succession planning framework should be developed to nurture leadership talent, enhance continuity, and maintain institutional memory. These findings offer valuable insights for policymakers, administrators, and researchers seeking to enhance strategic implementation and leadership effectiveness in Kenya's public sector.

CHAPTER ONE

INTRODUCTION

1.1. Background of study

Global shifts in technological advances, monetary policy, cultural and social norms, and worldwide migration, shifts in population demographics have boosted the significance of leadership practices when impacting and overseeing people with distinct principles, opinions, and standards at both national and global levels (Yukl, 2021). Even though the USA, Canada, and Western Europe have dominated leadership research over the past 50 years, leadership in globalization has increased over the years (Dickson, 2020). Adopting practices that will inspire managers to encourage employees to put out the greatest effort to improve implementation procedures is required for a strategic plan's execution to be successful, with the result being enhanced organizational performance (Ghuman, 2019). Leaders are responsible for steering the organization on the right path, give it a purpose, and carry everyone else with them (Bass, 2019).

The United Kingdom (UK) is one of the nations that recently underwent major changes to their procedures, approaches, and philosophies, which were followed by an increase in request for pertinent leadership approaches (Kratscoski & Das, 2021). China’s banking sector reform has advanced favourably thanks to tax exemptions, capital injections, the admission of foreign money, the strengthening of disclosure standards, and other significant improvements the implementation of strategic plans through government policy (Dai, 2022). The Cameroonian government initiated the implementation of a strategic plan and began reforming its higher education system in January 2018. Six universities spread across the nation and four tiny university centres were developed from one huge university (Goma, 2019). The government instituted a semester course credit system, removed student subsidies, and required students to pay significant fees. In South Africa’s planning implementation case, the system of social

assistance demonstrated how political goodwill coupled with effective leadership practices, inclusive dialogue, and legal anchoring have been critical for successful implementation of plans (Walker, 2019). The sector's strong leadership effectively maintained the momentum. By establishing the reform's vision, several strategic leaders across many departments demonstrated effective leadership at the political, administrative, and technical levels (Smith, 2020).

Any action that gives a team or organization direction qualifies as a leadership practice (Crevani, 2019). Leadership practices activities are notably, or even inherently artistic ones, in contrast to standard organizational practices (Carroll & Smolovi, 2019). This is because they go beyond the simpler, more commonplace features of organizing. Leadership practices are often an organized activity, yet it can also be erratic and temporary. People who collaborate inside an organization may grow to feel competent not only in completing the organization's routine daily tasks but also in overcoming unforeseen obstacles and disruptions (Lam, 2019). The ability to mobilize action for a cause does not depend on one person in leadership. Certain leadership practices have been found to be adopted by organizations for successful implementations of their strategic plans such as managements of risks, availability of resources and considering diversities of successors (Ganley, 2020)

Strategic planning implementation is a process that involves carrying out the action plans, policies, programs and strategies that enable a company to make the most of its limited resources and perhaps achieve competitive advantages (Ali & Mehreen, 2019). Strategic plan implementation is intended to make sure that an organization's mission, vision, goals, and objectives are reachable.

Strategic plans lose their value when not implemented because they act as a way of achieving a goal rather than attaining strategic objectives. Strategic plans implementation is influenced by a myriad of factors. Most strategies only achieve less than half of what their sponsors had thought they would. For instance, just one out of ten strategies are often carried out to completion (Speculand, 2019).

According to research by Escobar (2019), the Kenya Law Reform Commission enabled the formulation of Kenya Constitution in 2010. These are a part of the substantial transformations Kenya as a nation has undergone. KLRC was founded as the main organization mandated to draft laws for constitutional implementation. (Ogonda, 2020). The Kenya Law Reform Commission worked with the office of the Attorney General to draft various bills in collaboration with the defunct Commission for implementation of the Constitution. KLRC was crucial in ensuring timely and complete implementation of Kenyan Constitution.

Kenya Law Reform Commission developed the strategic plan that it used to carry out its duties and ensure the success of implementing Kenyan constitution (Kabia, 2019). The Kenya Law Reform Commission employed a participatory and consultative procedure. An example of a plan implemented by Kenya Law Reform Commission is the policing reform program (Mutua, 2019). It was determined that Kenya is the only African nation implementing the most extensive and wide-ranging policing reform initiative in all of Africa (Escobar, 2020).

1.2. Statement of the Problem

Kenya's Vision 2030 emphasizes the effective implementation of strategic plans as a central driver of economic transformation and institutional development. Achieving this vision requires reforms that foster an enabling environment for sustainable growth. Despite extensive efforts in strategic planning, many organizations still encounter difficulties in converting well-designed strategies into concrete outcomes (Hrebiniak, 2020). Scholars have observed that the formulation of strategy often receives more emphasis than its execution, which remains the most challenging phase of strategic management (Ndegwa, 2021). In an era marked by uncertainty and rapid change, organizations are expected to enhance their competitiveness through comprehensive and adaptive strategic plans, yet many fail to translate these plans into action (McNamara, 2019).

The effectiveness of implementation is closely tied to leadership practices such as prudent budgeting, efficient resource utilization, and proactive risk management, which ensure coherence between strategic intent and actual performance (Kivoi & Mbae, 2020). However, limited empirical research exists on how leadership practices influence the realization of strategic plans within Kenya's public sector. This gap highlights the need for deeper investigation into the role of leadership in promoting successful strategy implementation, particularly within institutions such as the Kenya Law Reform Commission (KLRC).

Major obstacles faced by public organizations concerning the successful implementation of strategy include top management support, financial and non-financial resources, organizational structure, culture, and change inside the organization. Kenya Law Reform Commission (KLRC) has lagged in many areas of service delivery despite having a long history of developing and implementing strategic plans since its inception. KLRC has faced several challenges which has hindered effective implementation of its strategic plans.

These challenges include inadequate public sector performance management resulting in citizens receiving subpar services, lack of a legal framework allowing the commission's rulings regarding county appeals to be enforced, lack of uniform rules and guidelines for managing human resources in the public sector, public service skills gaps and succession planning, inadequate finances as well as austerity measures and staff capacity constraints.

It is alarming that less effort is put into implementing strategies after all the time and money spent on strategic planning by organizations in Kenya (Allio, 2019). Without implementation, strategic plans are of little use. It is critical for organizations to develop and put into action strategic plans considering the changing economic environment and implementation of plans. Successful strategic plan implementation enhances the strategic positioning of the firm in the market. However, despite the enormous advantages of implementing strategies, many businesses' plans never become reality or are never implemented because of various organizational dynamics. Studies have shown that stated strategic plans in Kenya often fail to be implemented. (Kabia, 2019). Therefore, it is significant to note that little focus has been placed on how leadership practices affect how strategic plans are implemented in Kenya. Therefore, this study sought to determine influences of leadership practices in strategic plans implementation in Kenya Law Reform Commission.

1.3. Objectives of the Study

The objectives of this study were:

i. To assess the effect of resource allocation in strategic plan implementation in Kenya Law Reform Commission.
ii. To determine the effect of risk monitoring in strategic plan implementation in Kenya Law Reform Commission.

iii. To examine the effect of succession planning in strategic plan implementation in Kenya Law Reform Commission.

1.4. Research Questions

i. To what extent does resource allocation influence strategic plan implementation in Kenya Law Reform Commission?

ii. To what extent does risk monitoring impact strategic plan implementation in Kenya Law Reform Commission?

iii. To what extent does succession planning influence strategic plan implementation in Kenya Law Reform Commission?

1.5. Justification of the Study

The study examined how Kenya Law Reform Commission's (KLRC) leadership styles affected strategic plans implementation. According to Kenya Vision 2030, the effective strategic plan implementation of reforms by KLRC is a key factor in the expansion and general performance of Kenya's economy. A study on implementation of strategic plans would specifically address issues of reforms' efficacy and present trends for resolving issues related to them in Kenya. Many firms place a high priority on successfully implementing strategic plans to gain competitive edge and enhance performances. Therefore, it's crucial to assess the strategic plans established by the organization.

Over time, the Kenya Law Reform Commission (KLRC) has formulated a number of strategic plans aimed at improving its institutional performance and service delivery. However, translating these plans into measurable results has remained a persistent challenge. The difficulties have been linked to weak administrative and governance structures, limited budgetary support, insufficient coordination across departments, gaps in risk management systems, and the absence of a structured succession framework.

Although leadership is widely recognized as a central factor in the effective execution of strategies, little is empirically known about how particular leadership practices influence the success of strategic plan implementation within Kenya's public sector. This study, therefore, seeks to investigate the role of leadership practices in enhancing the implementation of strategic plans at the Kenya Law Reform Commission.

1.6. Significance of Study

This study is beneficial use to many information consumers, including governmental organizations and financial partners. Research findings will be used by policy makers to identify ways to address issues with public engagement and the status of the legislative processes across the nation. Management and implementers of strategies will reap from ideas and public opinions on their commitment and methods for strategic plans implementation. The study will be of utmost importance to funding organizations since they would assess the effectiveness of how their inputs were transformed into outputs.

Finally, the study will significantly aid researchers and academicians as it will serve as a foundation for other studies pertaining to leadership practices and strategic plan implementation. The research findings provide future researchers in the field or related fields with a reference point and the start off for any more related research, both inside and outside Kenya.

1.7. Scope of the Study

The study focussed on influence of leadership practices on implementation of strategic plans at the Kenya Law Reform Commission. The study focussed on the impact of resource allocation, risk monitoring and succession planning in strategic implementation in Kenya Law Reform Commission. A descriptive research design was employed based on primary data collected from the institution. The analysis was demonstrated through descriptive and inferential statistics.

1.8. Limitations of the study

The reluctance of respondents to divulge information was one of the study's obstacles, and as a result, they were unable to provide concise answers to questions in the questionnaire that are referred to as being confidential unless they were ensured of confidentiality. Therefore, the respondents received assurance from the researcher of high confidentiality since it was purely an academic research. To get precise information from respondents, the researcher had to exercise patience. The study was limited to Kenya Law Reform Commission in Kenya and might not be very useful for studies focusing on other sectors, but it is a reference for studies relating to the implementation of strategic plans.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter will review and assess previous academic writings and leadership practices' research as well as the pertinent literature pertaining to the many factors in the prevailing theories, conceptual framework, and empirical investigations of this research study.

2.2. Empirical Review

The researcher established the current study on primary emphasis areas for this research study constituting independent variables and how they impact the dependent variable.

2.2.1 Resource Allocation and Strategic Plan Implementation

Chepkosgei and Atambo (2019) used Rongo University to study allocation of resources aimed at implementing strategic plans for public universities in Kenya. It used case study methodology, and questionnaires were used to evaluate primary and secondary data sources. With utilization of SPSS, descriptive and regression analyses were both employed to analyse data. Correlation, ANOVA, regression together with standard deviation and mean, were applied to analyse descriptive statistics. Resources allocated for implementing strategic plans have big impacts on Rongo University's performances. In order to accomplish this, the university sets aside financial resources for implementation of strategic plans, audits and oversees all resources provided by governments and donors, and ensures proper use of any physical resources available. The previous study utilized case study methodology while the present study utilized a descriptive method of design.

Imende, Olel, and Gogo (2020) investigated how allocation of resources affected strategic plan implementation at Kakamega County public secondary schools. Targeting total of 645 participants with sample size of 173, descriptive survey approach and correlation design was

utilized. Multiple-stage sampling approaches were utilized. Further to the document guide list, the study made use of questionnaires and interviews schedules as data-gathering tools. Content validity analysis based on professional opinion was applied to validate questionnaires. Regression analyses as well as descriptive statistics were used. The study found that resources had big impacts on how well school strategic plans were implemented. In order to ensure that strategic plans are implemented effectively at public secondary schools, the report advises allocating more resources there. The study utilized multi-stage techniques of sampling whereas the present study made use of the stratified sampling method.

In Murang'a County, Kenya, Mbogo (2020) examined effects of resource allocations on strategic plan implementation between Amica and Mentor Savings and Credit Cooperative Societies. This study used a descriptive approach, and its target group included 120 employees from MENTOR SACCOs and AMICA. Interviews and questionnaires were used to collect primary data. Population was thought to be small, hence census method was employed. Analysis of data was done using descriptive statistics. According to the study, money significantly affects how well SACCOs implement their strategic plans.

The findings showed that funding is crucial to development and execution of strategic plans. As a result, managements of Saccos should release funds for strategies implementation rather than foregoing it because developing strategies had already used up other resources. The study suggests that finances be given and provided for agreed-upon duties for strategic plans to be implemented successfully. The current study focusses on KLRC though the previous study focussed on SACCOs.

In Kenya's Marsabit County Health Sector, Godana (2022) evaluated impacts of resource allocations on strategy implementation. This study focused on workers in health sectors in Marsabit County and used descriptive approach of design. Key respondents were sample of 180 people sampled through purposive sampling method. Cash distribution significantly and favourably affects how county health initiatives are carried out. Regarding effectiveness of health policy implementation, county government must assess how its health funds are allocated. Additionally, to expand their financial resources and competence to adequately implement countywide health policies, local healthcare facilities, and county health docket must develop new methods of collecting cash. The previous study used purposive sampling method, but the current study employed stratified sampling technique.

2.2.2 Risk Monitoring and Strategic Planning Implementation

Risk monitoring is the handling of all company risks, whether integrated or holistic, to uphold the principles of effectiveness, economy, and efficiency. Essentially, it's about maximizing possibilities and attaining goals after decisions have been made (Chapman & Cooper, 2019). Therefore, risk monitoring is a strategic tool and a crucial component of the successful and efficient implementation of a strategic plan (Jinadu, 2022). Risk monitoring in enterprises today plays a more strategic role. It is becoming more widely acknowledged as a source of direction for the future, reducing important risks and enabling businesses to thrive sustainably over time. The goal of risk monitoring process is to give responsible parties and decision-makers a better awareness of the risks that can compromise the accomplishment of goals and implementations of strategic plans.

In Kenya, Mbuva, Rambo, and Oketch (2019) investigated how risk monitoring affected project performances and strategic plan implementation in Kenya's Machakos County. The study employed a descriptive survey research approach and involved data gathered from 265 respondents using structured questionnaires, convenience and stratified sample strategy, and ANOVA to evaluate the data. Results showed that achieving organizational objectives, identifying, and prioritizing risks, managing change, and managing risk had favourable impacts on both non-financial and financial performances. Results demonstrated that risk monitoring significantly impacted project performances. Hence, the research recommended that owners and managers increase the efficiency of risk monitoring. The prior study combined two methods of designs which is convenience and descriptive while the present study utilized descriptive research design.

Using data gathered from 166 respondents, Kafigi (2020) assessed impacts of risks monitoring practices on performances of Tanzanian bakeries by using strategic risk planning, proactiveness, and controlling, for risk management. Using multi-stage sampling, the study got data from 20 in-depth interviews and 161 questionnaires with bakers in Tanzania. The performance of small and medium-sized bakeries was significantly impacted by risk planning, controlling, and strategic risk initiative, according to results. The study concluded that these bakeries should make greater efforts to improve their risk monitoring measures in their operations. The study utilized Tanzania as the location context while the present study took place in Kenya.

Kanu (2020) evaluated strategic planning implementation and risk monitoring integration for enhanced corporate performance in Switzerland. The study used a non-parametric statistical method. The study used secondary and primary sources of information. The study's focus was on CEOs and directors of firms, and dependent and control variables were acquired from secondary

data. 27 questions made up an online survey that was utilized in collecting data. The study used sample size of 141 participants. Partial least squares and structural equation modelling were employed in the study. The findings showed that firm's performances are greatly impacted by inadequate risk monitoring. The study proposed that researchers employ risk monitoring metrics to show connections between strategic planning and company performances in settings being studied. The previous study utilized non-parametric methodology while the present study utilized parametric methodology such as mean and standard deviation.

In Malaysia, Poon, Roslan, Othman, Anuar, and Nejad (2022) assessed how risk monitoring and strategic plan implementations affected performances of SMEs in Malaysia. Goal setting, occurrence SME performances, identification, controlled environment, assessment, response, control, information, and communication, monitoring of risks were eight risk managements aspects found. Purposive sampling was utilized in gathering data from 312 respondents who were owners and managers of selected SMEs, ANOVA and descriptive statistics and were applied to analyse results. Implementation of strategic strategies was significantly impacted favourably by risk managements. The study therefore concluded that effective risk monitoring strategies will enhance SMEs' ability to implement strategic goals.

2.2.3 Succession Planning and Strategic Plan Implementation

Succession planning is the method of locating and preparing qualified workers through job rotation, training, and mentorship to replace important individuals who leave a company for several causes, such as retirement, advancement, and loss (Redrigo 2019). Finding and developing employees who could occupy key leadership roles inside the firm is a component of succession planning, as per Donnelly (2020). Thus, succession planning is crucial in firm’s

management and development. Succession planning is essential to ensuring corporate success after the exit of people in executive roles (Shatilwe & Amukugo, 2019).

Impacts of CEO succession planning on Nigerian SMEs performance was researched by Olusola (2020). This study used cross-sectional design and quantitative research methodology. All legally established SMEs and MSMEs in Nigeria that were represented in SMEDAN database made up study's population. SMEs/MSME located in Lagos, include those inside borders of Lagos and Ogun States. Utilizing stratified sample procedures, 250 SMEs/MSME with minimum 10-year operating history or incorporation date were chosen. However, 221 were reliable enough for analysis and utilized primary data.

A structured survey was created using two separate scales. Linear regression was employed for hypotheses testing while descriptive statistics was used in analysing data. Results of this study indicated few important executive succession planning components were included in small and medium firms' overarching strategy plans. The prior study made use cross-sectional research design while the current study used descriptive method.

In Ogun State, Nigeria, Marega et. al (2020) examined how succession planning impacted financial performances of private universities. Top and middle management in chosen universities received 150 copies of questionnaires, which were distributed. It employed correlational study design. Research depicted succession planning had immense effects on how well businesses performed. Therefore, this research concluded that succession planning is a successful strategy for ensuring business performances. This study discovered that Nigerian SMEs are much more socially sustainable when CEO succession planning is implemented.

It recommended that succession planning would have considerable impacts on social sustainability and should therefore be implemented. The current study was done in Kenya while the previous one was done in Nigeria.

An impact of succession planning on organizational growth was undertaken in Pakistan by Ammad and Ghazal (2020). It was done to examine how succession planning affected organizational growth and how gender diversity related to organizational growth. 300 people who were doing official tasks for managements were surveyed using questionnaires with five-point Likert scale that was created through pilot study. 150 males and 150 females were included in sample, which was drawn by convenience sampling. Logistic regression was applied in assessing impacts of succession planning in the development of organizations. Results demonstrated that successful succession plan can help companies achieve their objectives.

It has enormous beneficial effects of 2.5 times on firms' advancement by expanding the staff numbers via efficient recruitment and keeping important people in critical roles. It concluded that there is no connection between gender inequalities and growth of organizations. Convenience sampling was utilized by the previous study while the current study utilized stratified sampling method.

Olu and Chima (2020) conducted research on the sustainability and succession planning of private schools owned by families in River state in Nigeria. Future viability of family-owned schools in Rivers State regarding succession planning was the focus of this study. Intended audience is every student at Rivers State's family-owned institution. Population in Rivers State consisted of ten (10) registered/government-approved schools owned by families, one from any of three senatorial districts. As a result of census investigation's approval, both sample size and population were one hundred nine (109).

Findings revealed substantial positive relationships between sustainability and succession planning elements. Hence, the study suggests that successor selection strengthens a company's dedication to its objectives, promotes personal growth, and ensures corporate continuity in the direction of high sustainability. The previous and current studies used census sampling and stratified sampling method respectively.

2.2.4 Strategic Planning Implementation

Twentieth century organizations face various challenges which demand effective implementation of strategic plans to remain competitive and dynamic. Strategic plan implementation is a critical challenge for contemporary organizations and majority of them are hindered at the point of implementation. (Coulson-Thomas, 2013; Li, Guohui, & Eppler, 2008). Strategic plan implementation is a critical stage of strategic management since it is the stage at which strategies are turned into actions. Thompson and Strickland, (2008) assert that implementation of strategy is intended to ensure the efficient and effective achievement of the planned strategic objectives, mission and vision, mission. Strategic plan implementation affects how organizations perform.

Implementation translates ideas to practical action points whose implementation is aimed at meeting the organization’s objectives (Pearce II & Robinson,2013). Hrebiniak, 2006 asserts that even superior strategies fail in the absence of effective implementation. Research on strategic management posit that leadership plays a critical role in strategic plan implementation. (Westphal & Fredrickson, 2001). Bysted and Jespersen (2016) affirmed the critical leadership roles in determining the success level of strategic plan implementation. Akinnubi and Oyeniran (2012) suggested that organizational leaders should be fully given to effective strategic plan implementation for better performance.

Strategic plans are implemented through multifaceted organizational systems which are embedded contextually. The congruence of several points in strategic plan implementation is crucial towards effective strategic plans implementation. According to asserts that though structure follows strategy, available evidence indicates that structure affects strategy (Chandler, (2002). Hussey, (2000), highlights the concept of "hard" and "soft" features of strategic plan implementation. He avers that the "hard" and "soft" elements must fit properly together for effective strategic plan implementation. Adequate and effective leadership will ensure that all efforts in an organization are aimed at the attainment of the organization's objectives (Pearce & Robinson, 2007).

2.3 Theoretical Review

Resource- Based View (RBV), Enterprise Risk monitoring and Scharmer U theories will be discussed in this study.

2.3.1 Resource-Based View Theory

Wernerfelt (1984) presented the RBV Theory. According to RBV theory, the assets of an organization determine its successes. The notion strengthens the competitive advantage of the institution. The resource-based theory employs a deliberate distribution of plans to provide strategies that are beneficial to the company. An organization makes sure to confirm the resources available for the adoption of a specific action plan before implementing a strategy. Resource-based theory provides theoretical knowledge for efficient resource management. When it comes to the creation of strategies, the capabilities and means are centralized (Grant, 2013). Most businesses have the tools necessary to get a competitive edge by understanding why most consortiums succeed or fail from the opposite perspective.

The resources are scarce, but a company can use them to obtain a long-term or short-term competitive advantage depending on how well it is protected from being transferred, replaced, or imitated (Peterat, 2015). Resource-based approach continues to give the idea that a company considers its own environment before determining which specific strategy would be appropriate for maximizing the company's success (Grant, 2013). Resources of a company and its tactical inventory, which cannot in any way be copied, can therefore be tailored to help the retail enterprises in the industry have a competitive edge to assure competitive advantage. This can be accomplished by enhancing customer service, cutting operational expenses, and improving stock control. This theory supports the use of strategic plan implementation. Hence, the resource-based view theory was applied on this study.

2.3.2 Enterprise Risk monitoring Theory

Committee of Sponsoring Organizations of Treadway Commission (COSO) (2004) developed the Enterprise Risk Monitoring framework. It was an expansion of conventional approach to risk monitoring, which took reactive silo approach and assigned specific risks to individual departments while withholding the rest of the departments' knowledge of the techniques they would employ to address the risks (Acharyya, 2009; Augustina & Baroroh, 2016). The framework (COSO, 2004; Shad & Lai, 2015) that aims to give managers at all organizational levels the tools they need to plan for and make decisions about organizational risks. ERM is an anticipatory approach that aims to coordinate business objectives, procedures, and personnel as a tool to handle risks where value for money is provided, according to Ondiek (2017). Management must therefore be aware of, evaluate, control, and keep apprised of all risks that might hinder them from achieving their goals (Muslih, 2018).

Deloach (2020) asserts that enterprise risk management (ERM) is a top-down, holistic logic process that converges risk monitoring to implementing strategy in a way that maximizes organizational value. argues Wanjohi (2013) that ERM is essential for striking a balance between managers' need to add value and the handling of risks in a financially sustainable manner and the shareholders. The quantity and complexity of hazards are continually rising as the global business environment changes.

A formal approach to risk monitoring using strategies is required because of the disruption caused by technological advancements, competition, shifting consumer expectations, and legislative changes that attempt to increase duties and disclosures. The notion of ERM is pertinent to and applicable to this research on risk monitoring. Firms manage a variety of risks, so they take an active risk-management strategy in their business operations to ensure profitability. The managers must create reliable risk monitoring plans to continue to remain competitive. Therefore, according to the Enterprise Risk Management Theory, risk monitoring is a consideration for effective strategic plan implementation. Organizations should monitor possible risks that could affect strategic plan implementation.

2.3.3 Scharmer Theory U

Scharmer's Theory U is a theory of succession created by Otto Scharmer in 2007. Scharmer (2007) makes the case that top executives ought to promote succession planning. This strategy augments the assertion of a U-process of successive five movements which bring change and views succession planning as beginning soon. Some of the movements are co-evolving, co-creating, pre-sensing, and co-sensing, initiating. At this moment, according to Scharmer, the organization adopts a common objective for the next occurrence with all stakeholders. When a company acknowledges the current need across boundaries, it has reached the second movement

stage, also known as co-sensing. Additionally, at this point, group feedback generates originality and fresh ideas. The third step, known as pre-sensing, is as soon as organization's leadership begins to comprehend the envisioned future. This cutting-edge approach brings about the foundation for change, which motivates a company to achieve a targeted result.

Additionally, it is noted at this point that the leadership move past unsolved concerns from the past and forges toward a more practical future. Fourth in this list co-creating model. According to Scharmer (2007), the direction of the Organization studies the unforeseen future and creates futuristic prototypes. It suggests that succession planning needs to precede fulfilling the urgent and critical organizational demands. Kartz (2006) states that a business strategy should be evaluated to assess the presence of a culture that supports the core competencies of the successor for business continuity. According to Scharmer's fifth movement, co-evolving, it can help a business accept change and implement planning for succession techniques for the upcoming future (Scharmer, 2007). Therefore, this theory supports succession planning as an aspect of strategic plan implementation.

2.4 Conceptual Framework

Conceptual framework involves the representation of a design showing the relationships and proposed linkage between independent and dependent variables (Mugenda, 2008). Independent variables shown are resource allocation, risk monitoring and succession planning with the dependent variable being strategic plan implementation.

Table 2: Table of Gaps

Author	Title	Methodology	Findings	Knowledge gaps
Chepkosgei and Atambo (2019)	Influence of Resource Allocation on Strategic Planning Implementation in Public Universities: A Case Study of Rongo University	The study employed a Case study design. Questionnaires were used to evaluate primary and secondary data sources to determine whether strategic plan implementation has impacted Rongo University performance.	Resources allocated towards strategic planning implementation significantly affect the performance of Rongo University.	The study was conducted within the context of public universities and sought to assess influence of resource allocation to strategic planning implementation in Rongo University. Resource allocation is one aspect of strategic planning implementation and there exists other issues under leadership practices. The current study was aimed at addressing the leadership practices and strategic planning implementation specifically at Kenya Law Reform Commission.
Durst, S., & Wilhelm, S. (2019)	Knowledge management and succession planning in SMEs	The study embraced case study where semi-structured questionnaires were administered on 14 members of a German organization	The study sought to assess the impact of succession planning on the performance of Small Medium Enterprises (SMEs). The study established that succession planning affects the performance of	The study was focussed on checking the impact of succession planning on SMEs performance. However, the study was limited

		within the printing sector.	SMEs and knowledge management.	in the sense that it didn't cater for how succession planning affects strategic plan implementation in KLRC.
Imende, Olel and Gogo (2020)	Influence of Resources on Implementation of Strategic Plans in Public Secondary Schools in Kakamega County, Kenya.	The study employed a combination of correlation design and descriptive survey design where a total population of 645 respondents was targeted and a sample population of 173 respondents.	The study found out that inadequate resources impede effective implementation of strategic plans. It further revealed that public secondary schools require more resources to ensure effective strategic plan implementation.	Imende, Olel and Gogo (2020) focussed their study on the influence of resource allocation on strategic plan implementation in public secondary schools, specifically in Kakamega County. However, there exists a knowledge gap on influence of resource allocation on implementation of strategic plans in KLRC.
Mbogo, Machogu, & Juma (2020)	Leadership and Strategic Plans Implementation: Comparative Study between Amica and Mentor Saccos in Murang'a Town	The researchers used comparative research design targeting a population of 120 staff employed by AMICA and MENTOR SACCOs. The primary data was collected using interviews and questionnaires.	The study established the presence of significant effect of leadership on SACCOs' strategic plan implementation. Further, it established that management should involve all staff in strategic plan implementation for them to own the process.	Though leadership affects strategic planning implementation in SACCOs in Murang'a County, there exists literature gap on how leadership practices influence the implementation of strategic plans in KLRC.

Godana, Moguche, & Rintari (2022)	Effect of Financial Resource Allocation on Strategy Implementation in the Health Sector of Marsabit County	The study employed a descriptive survey design paying particular attention to employees of Marsabit County's health department. A sample of 180 respondents was targeted.	The study established that significantly affect the implementation of Marsabit County strategic plans. The study recommends that the County should review the manner of resource allocation for successful implementation of health strategies.	The study by Godana, Moguche, & Rintari was particularly restricted to the health sector in Marsabit County. Therefore, there is a literature gap on how resource allocation affects strategic plan implementation in KLRC.
Kafigi (2020)	Risk-taking and Performance of Small and Medium-sized Enterprises: Lessons from Tanzanian Bakeries	The researcher adopted multi-stage sampling technique where 161 respondents were engaged.	According to the study, the performance of SMEs in Tanzania is affected by risk monitoring. The researchers argue that risk monitoring should be improved in SMEs to enhance their competitiveness.	Risk taking amongst SMEs was the focus of this study. However, it is apparent that there is a literature gap on risk monitoring and strategic implementation.

Independent Variables

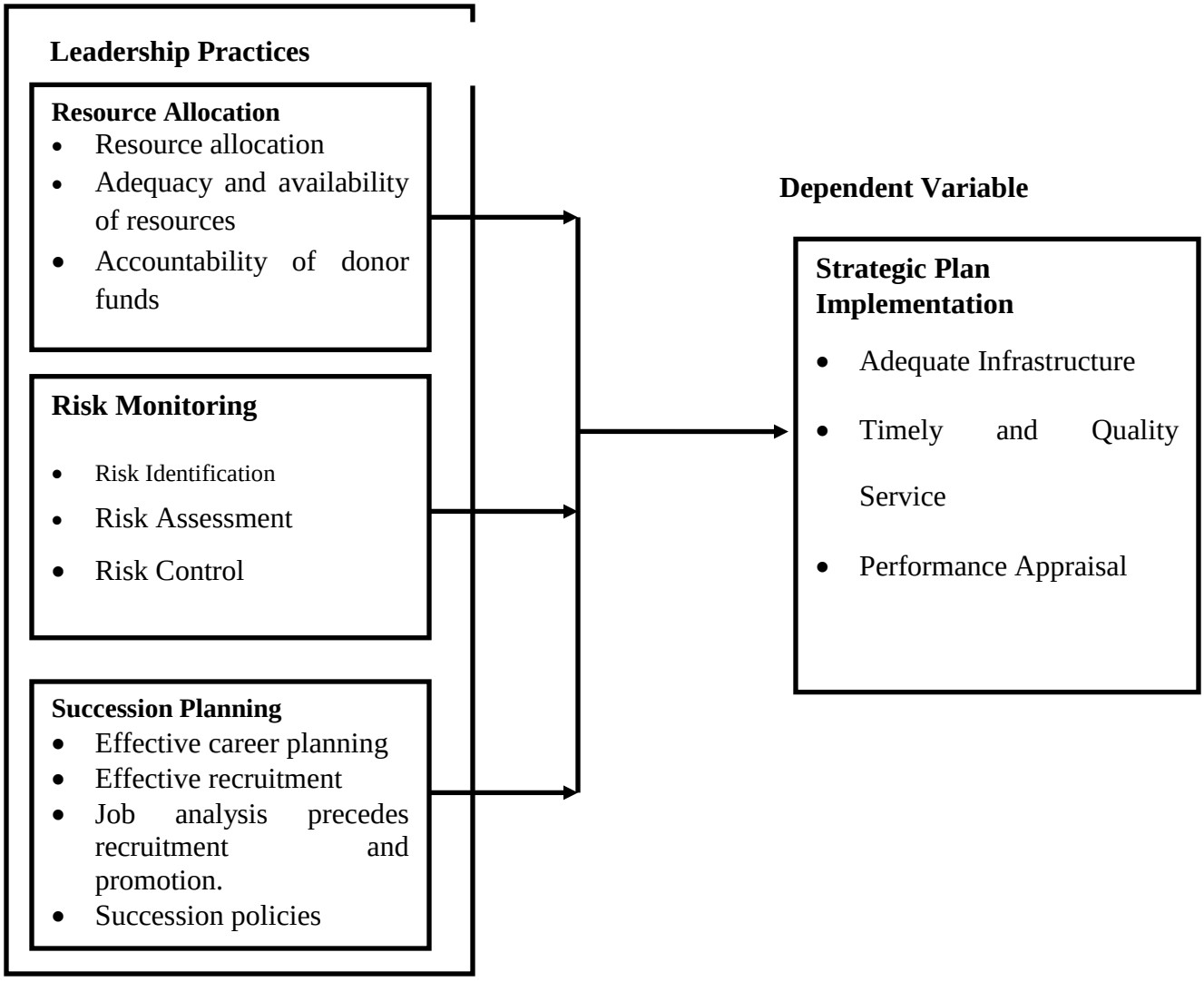

Figure 1: Conceptual Framework

Source: Researcher, 2023.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explains the methodology utilized for research including variables, sampling size, research design, validity and reliability of tools, study site, target population, data collection method, instruments, analysis, ethical consideration and presentation.

3.2 Research Design

This study utilized a descriptive research design. As noted by Kothari (2004), this design enables researchers to examine variables as they naturally occur, without any manipulation, thereby producing an accurate account of prevailing conditions. Mugenda and Mugenda (2003) further explain that a descriptive design is appropriate when the objective is to capture and analyze the current characteristics or behaviours of a given population. The approach was deemed suitable for this study because it aimed to explore how leadership practices influence the implementation of strategic plans at the Kenya Law Reform Commission. Through this design, the researcher was able to gather detailed and factual information from respondents, leading to a comprehensive understanding of existing leadership practices and their effect on strategic plan execution.

3.3 Variables

This study was guided by three independent variables; resource allocation, risk monitoring and succession planning. The study analysed these variables and their effects they have on the dependent variable which is strategic plan implementation.

3.4 Site of the Study

This study focussed on Kenya Law Reform Commission (KLRC) based in Nairobi City County.

3.5 Target Population

A total of 100 employees of Kenya Law Reform Commission constituted the population target.

3.6 Sample Size

According to Mugenda and Mugenda (2013), research will proportionately choose at least 30% of its population goal in each stratum, which is sufficient. The study used stratified sampling technique to choose fifty-two (52) participants from finance, law reporting, ICT, internal audit, human resource, and legal services departments of Kenya Law Reform Commission.

Table 3.6: Sample Size

Category	**Population**	**Sample Size**
Finance and Accounts Department	5	2
Public Education Department	30	15
ICT Department	15	7
Internal Audit Department	10	5
Human Resource Department	5	3
Legislative Servies Department	35	20
Total	**100**	**52**

Source: Researcher, 2024

3.7 Research Instrument

This study used primary data whose benefit is that it is set up for a specific research objective (Bryman, 2005). Study's intended participants were surveyed using structured, guided questionnaire to collect data. Structured questionnaires were employed because of efficiency and make it easier to obtain substantial amounts of data. Numerous elements were investigated to guarantee reduction of similar replies while preserving variety of responses. The questionnaire was developed using a 5-point Likert scale. Questionnaires had various closed-ended questions that allow participants to choose from range of five (5) workable alternative replies. Each portion of questionnaire included questions that relate independent and dependent variables as well as details about respondents' personal information. The questionnaire had two sections. A test of questionnaire's reliability and validity was conducted.

3.8 Validity and Reliability of Research Instrument

Reliability and validity of the researcher's instruments, which include questionnaires, was tested.

3.8.1 Validity of Research Instrument

Construct and content validity test was performed on questionnaire to ascertain its validity. For research's content validity, sample populations must be described. According to Gillham (2008), study's identified understanding must be consistent with a body of more comprehensive knowledge to be considered content valid. Construct validity was examined using representation through lens of numerous studies and an empirical analysis (Gillham, 2008). Questionnaire was be given to the supervisor who checked it for typographical and grammatical errors, looked over its structure, and tested it for construct validity by comparing its design to that of other studies and questionnaires.

3.8.2 Reliability of Research Instrument

The reliability of the research instrument was determined using the Cronbach's Alpha coefficient. This method was selected because it provides a suitable measure of internal consistency across multiple items within a questionnaire. The responses collected from participants were analyzed using the Statistical Package for Social Sciences (SPSS) to generate the reliability coefficients for each variable. A Cronbach's Alpha value of 0.70 and above was adopted as the acceptable threshold, confirming that the instrument produced consistent and dependable results for the study.

3.8.3 Pilot study

A pilot study was conducted to test the research instruments by administering some 20 questionnaires to respondents within the Kenya Law Reform Commission. Kothari (2011) indicates that a pilot sample constitutes 10% of the sample study. The pilot study was conducted to ascertain the clarity and suitability of the questions, language used, validity and reliability of the instruments, and relevance of the information being sought. The respondents who responded to the pilot study were not included in the actual collection of data.

3.9 Data Collection Procedure

The introduction and consent letters for the study were be written by the researcher. The institution provided the researcher with an introductory letter before approving the study's conduct. NACOSTI and Kenyatta University Graduate School approved the researcher's work. This allowed the researcher access in carrying out the study in Kenya Law Reform Commission by utilizing drop and pick technique.

3.10 Data Analysis and Presentation

Data collected for this study were analyzed using both quantitative and qualitative techniques. Quantitative data were processed and analyzed using the Statistical Package for Social Sciences (SPSS) version 23.0. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were employed to summarize and present data in a clear and concise manner. The results were displayed in tables and charts to facilitate interpretation in line with the study objectives. To examine the relationship between the independent variables; resource allocation, risk monitoring, and succession planning and the dependent variable, strategic plan implementation, inferential statistics were applied. Specifically, linear regression analysis was conducted to determine the strength and significance of the associations among the variables.

The regression model adopted for the study was as follows:

$SPI = \beta_0 + \beta_1 RA_1 + \beta_2 RM_2 + \beta_3 SP_3 + \varepsilon$

Where:

SPI = Strategic Plan Implementation

RA_1= Resource Allocation

RM_2= Risk Monitoring

SP_3 = Succession Planning

β_0= Constant Term

β_1- β_3= Beta Coefficients

ε = Error term

The regression coefficients were interpreted to show the individual and combined influence of each independent variable on strategic plan implementation. Statistical significance was determined at a 95% confidence level ($p < 0.05$).

Qualitative data obtained from open-ended responses were analyzed through content analysis. This involved reviewing, categorizing, and interpreting emerging themes to complement quantitative findings. The qualitative insights were integrated with statistical results to provide a deeper understanding of how leadership practices affect the implementation of strategic plans within the Kenya Law Reform Commission.

3.11 Ethical Considerations

Ethical standards were strictly observed throughout the study. Participants were fully informed about the study's objectives, procedures, and their right to withdraw at any stage without penalty. Informed consent was obtained through signed consent forms confirming voluntary participation. To preserve anonymity, respondents were not required to provide personal identifiers, and all responses were coded to prevent individual identification. Information collected was treated as confidential and was used solely for academic purposes.

Confidential data were securely stored and accessed only by the researcher. Objectivity was maintained by adhering to approved research procedures and avoiding any bias in data collection or analysis. Ethical clearance was granted by Kenyatta University, and a research permit was obtained from the National Commission for Science, Technology, and Innovation (NACOSTI) before conducting the fieldwork.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This section presents and interprets the findings of the study on the influence of leadership practices; resource allocation, risk monitoring, and succession planning on the implementation of strategic plans at the Kenya Law Reform Commission (KLRC). The analysis integrates descriptive and inferential statistics and also draws on qualitative insights from respondents. The results are interpreted in line with the study objectives and supported by relevant empirical literature.

4.2 Questionnaire Return Rate

The data was collected using questionnaires and study participants targeted were drawn from six departments in the Kenya Law Reform Commission. **Error! Reference source not found.** presents the summary of return rate.

Table 4.2: Questionnaire return rate

Respondents/unit	**Targeted sample per stratum**	**Questionnaires returned**	**Return Rate %**
Finance and Accounts	2	2	100
Public Education	15	15	100
ICT	7	7	100
Internal Audit	5	5	100
Human Resource	3	3	100
Legislative Services	20	20	100
TOTAL	**52**	**52**	**100**

Source: Researcher, 2024

As per Table 4.2, the study targeted a total of 52 employees of Kenya Law Reform Commission (KLRC) based in Nairobi Central, Nairobi, Kenya. The questionnaire return rate stood at 100 % (52 respondents). The response rate was above the 50% recommended by Kothari (2010) and Mugenda and Mugenda (2013).

4.3 Demographic attributes of respondents

The attributes relating to respondents' age group, gender, department drawn from, experience in years and level of education were documented. Summary of demographic characteristics of respondents are as presented in Table 4.3.

Table 4.3: Demographic characteristics of the respondents

Variable	Group	Frequency	Percentage (%)
Gender	Male	26	50.0
	Female	26	50.0
	Total	**52**	**100**
Age group (Years)	20 - 30	6	11.5
	31 - 40	20	38.5
	41 - 50	16	30.8
	50 and above	10	19.2
	Total	**52**	**100**
Education level	Diploma	3	5.8
	Bachelor's Degree	32	61.5
	Masters	12	23.1
	PhD	5	9.6
	Total	**52**	**100**
Experience (Years)	0 – 2 years	5	9.6
	3 – 5 years	11	21.2
	6 – 8 years	24	46.2
	9 – 10 years	7	13.5
	Over 10 years	5	9.6
	Total	**52**	**100**

Source: Researcher, 2024

The **Error! Reference source not found.**.3 shows that there was equal participation between 50% males and 50% females. Also, the respondents in this study were aged above 20 years old with majority aged between 31 – 40 years (38.5%) while 30.8% were aged 41 – 50 years. Further, 46.2% of the respondents had worked in Kenya Law Reform Commission (KLRC) for 6 to 8 years while 21.2% had worked between 3 to 5 years. 13.5% of the respondents had 9 to 10 years of experience and 9.6% had less than two years of experience. 94.2% of the respondents possessed a bachelor's degree while 9.6% and 23.1% had a PhD and masters respectively. 5.8% of the respondents had a diploma.

4.4 Strategic Plan Implementation

The researcher set out to find out how much the respondents agreed with statements for measurement of performance based on a five-point likert scale; 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), 5=Strongly Agree (SA). Error! Reference source not found.4 presents findings on the analysis of the dependent variable.

Table 4.4: Descriptive statistics for Strategic Plan Implementation

Statement		SD	D	N	A	SA	Mean	S Dev.
Implementation of strategic plans is affected by quality and increment of people involved in the process	F	5	5	4	12	26	3.942	1.364
	%	9.6%	9.6%	7.7%	23.1%	50.0%		
Successful strategic plan implementation depends largely on infrastructure development	F	1	1	4	14	32	4.442	0.873
	%	1.9%	1.9%	7.7%	26.9%	61.5%		
Timely delivery of quality services is ensured during implementation of strategic plans	F	4	23	4	18	3	2.865	1.155
	%	7.7%	44.2%	7.7%	34.6%	5.8%		
There is periodic reporting of strategic plan implementation progress	F	0	12	4	27	9	3.635	1.030
	%	0.0%	23.1%	7.7%	51.9%	17.3%		

Composite mean and standard deviation (S Dev.)							**3.721**	**0.546**

Source: Researcher, 2024

Table 4.4 shows that 9.6% of the respondents were in strong disagreement that strategic plan implementation is affected by quality and increment of people involved in the process. Further, 50% and 23.1% of the respondents strongly agreed and agreed respectively that quality and increment of people involved in the processes affects implementation of strategic plans in Kenya Law Reform Commission (KLRC). A high mean of 3.942 and a low variation of 1.364 indicated low variation in the responses.

The results show that 1.9% of the respondents strongly disagreed and disagreed that successful strategic plan implementation depends largely on infrastructure development while 26.9% and 61.5% of the respondents strongly agreed and agreed respectively that successful implementation of the KLRC strategic plan depended largely on infrastructural development. A high mean of 4.442 indicates that most of the respondents affirm that strategic plan implementation depends largely on infrastructure development and a standard deviation of 0.873 shows a low variation in how respondents answered. Further, 7.7% and 44.2% strongly disagreed and disagreed that timely delivery of quality services is ensured during implementation of strategic plans while 34.6% and 5.8% agreed and strongly agreed to the same statement. The mean and standard deviation are high which depicts a greater variation with the responses.

Similarly, 51.9% and 17.3% of the respondents strongly agreed and agreed respectively that there was periodic reporting on KLRC strategic plan implementation. However, 34.6% and 5.8% of the respondents strongly agreed and agreed respectively that timely delivery of quality services was observed during strategic plans' implementation. Further, 23.1% disagreed that there is periodic reporting of strategic plan implementation progress. 51.9% and 17.3% agreed

and strongly agreed that there was periodic reporting of strategic plan implementation progress. On this, a standard deviation of 1.030 and a mean of 3.635 indicate that most of the respondents agreed to the assertion that there is periodic reporting of strategic plan implementation progress.

4.5 Resource Allocation and Strategic Plan Implementation

The study's first objective was to check the resource allocation effect on implementation of KLRC strategic plans. The researcher sought to know whether respondents agreed or disagreed with the statements on a 5-point likert scale described as follows: 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), 5= Strongly Agree (SA). The results are presented in

Table 4.5: Descriptive statistics for Resource Allocation and Strategic Plan Implementation

5**.**

Table 4.5: Descriptive statistics for Resource Allocation and Strategic Plan Implementation

Statement		**SD**	**D**	**N**	**A**	**SA**	**Mean**	**S Dev.**
Resources are adequately aligned with KLRC strategies	F	12	25	1	6	8	2.481	1.379
	%	23.1%	48.1%	1.9%	11.5%	15.4%		
All departments have sufficient resources to carry out their functions effectively and efficiently	F	29	16	3	1	3	1.712	1.073
	%	55.8%	30.8%	5.8%	1.9%	5.8%		
Adequate amount of funds is necessary for effective implementation of strategic plans	F	2	3	1	17	29	4.308	1.039
	%	3.8%	5.8%	1.9%	32.7%	55.8%		
Donors' funds are accounted for in an open manner to ensure effective implementation of strategic plans	F	4	25	7	13	3	2.731	1.105
	%	7.7%	48.1%	13.5%	25.0%	5.8%		
KLRC has adequate financial and non-financial resources to	F	20	17	4	7	4	2.192	1.299

ensure effective implementation of strategic plans	%	38.5%	32.7%	7.7%	13.5%	7.7%		
Composite mean and standard deviation (S Dev.)							**2.685**	**0.666**

Source: Researcher, 2024

Table 4.5: Descriptive statistics for Resource Allocation and Strategic Plan Implementation

4.5 shows that 23.1% and 48.1% strongly disagree and disagree respectively while 11.5% and 15.4% respectively agree and strongly disagree that resources are aligned with KLRC strategies. There is no greater variation in the responses as per the mean of 2.481and standard deviation of 1.379. On the statement that all departments have sufficient resources to carry out their functions efficiently and effectively, 55.8% and 30.8% of the respondents strongly disagree and disagree in that order while 1.9% and 5.8% agree and strongly agree to the statement. A standard deviation and mean of 1.073 and 1.712 in that order indicates a little variation in the responses.

Moreover, 32.7% and 55.8% agreed and strongly disagreed in that order that adequate amount of funds is necessary for implementation of strategic plans while 3.8% and 5.8% strongly disagree and disagree to the statement respectively. A standard deviation and mean of 1.039 and 4.308 in that order showed low variation in the responses. On whether donors' funds are accounted for in an open manner to ensure effective implementation of strategic plans, 7.7% and 48.1% strongly disagree and disagree respectively while 25.0% and 5.8% agree and strongly agree to the statement. A relatively high mean of 2.731 and a lower standard deviation of 1.105 shows a little variation in the responses.

On whether KLRC has adequate financial and non-financial resources to ensure effective implementation of strategic plans, 38.5% and 32.7% strongly disagreed and disagreed to the

statement while 13.5% and 7.7% agreed and strongly disagreed to the same statement. A standard deviation and mean of 1.299 and 2.192 respectively shows that responses don't vary greatly. These findings are in tandem with the literature review as provided by Mbogo (2020) which found that resource allocation greatly impact implementation of strategic plans.

4.6 Risk Monitoring and Strategic Planning Implementation

The study also sought to assess the effect of risk monitoring in strategic plan implementation in KLRC. There were statements for indicators on the relationship of risk monitoring and strategic planning implementation and respondents were asked to rate how much they agreed or disagreed on a 5-point likert scale described as follows: 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), 5= Strongly Agree (SA). Table 4.6 below shows the results.

Table 4.6: Descriptive statistics for Risk Monitoring and Strategic Planning Implementation

Statement		SD	D	N	A	SA	Mean	S Dev.
Risk identification is essential in implementation of strategic plans	F	0	1	0	25	26	4.462	0.609
	%	0.0%	1.9%	0.0%	48.1%	50.0%		
Assessment of risks is an important aspect of risk monitoring	F	0	1	0	19	32	4.577	0.605
	%	0.0%	1.9%	0.0%	36.5%	61.5%		
Risk control is an essential measure for risk monitoring	F	0	0	0	20	32	4.615	0.491
	%	0.0%	0.0%	0.0%	38.5%	61.5%		
Risk identification is an essential indicator for the management of risk	F	0	0	0	17	35	4.673	0.474
	%	0.0%	0.0%	0.0%	32.7%	67.3%		
Processes and procedures are in place to make sure all strategies to assess risks have been created	F	8	30	5	6	3	2.346	1.064
	%	15.4%	57.7%	9.6%	11.5%	5.8%		
Risk control measures are put in place to prevent risks associated with strategic plans	F	7	26	5	11	3	2.558	1.145
	%	13.5%	50.0%	9.6%	21.2%	5.8%		
Composite mean and standard deviation (S Dev.)							**3.872**	**0.458**

Source: Researcher, 2024

Table 4.6 shows 48.1% and 50% of respondents agree and strongly agree that risk identification is essential in strategic plans implementation. On this, a standard deviation and mean of 0.609 and 4.462 respectively shows little variation in the responses. Also, 36.5% and 61.5% of the respondents agree and strongly agree respectively that assessment of risks is an important aspect of risk monitoring with a standard deviation and mean of 0.605 and 4.577 in that order showing little or no variation in the way the respondents showed.

Moreover, 38.5% and 61.5% of the respondents agree and strongly agree respectively that risk control is an essential measure for risk monitoring where none disagreed or strongly disagreed with a high mean of 4.615 and a low standard deviation of 0.491. 32.7% and 67.3% of the respondents agree and strongly agree respectively that risk identification is an essential indicator for the management of risk, and none disagreed or strongly disagreed. A mean of 4.673 and a low standard deviation of 0.474 shows that the respondents' responses didn't greatly agree.

Further, 15.4% and 57.7% of the respondents strongly disagree and disagree respectively that processes and procedures are in place to make sure all strategies to assess risks have been created. 11.5% and 5.8% of the respondents agreed and strongly agreed in that order that processes and procedures are in place to make sure all strategies to assess risks have been created. The mean and standard deviation of 2.346 and 1.064 respectively shows slight variation in the responses.

Moreover, 13.5% and 50% of the respondents respectively strongly disagreed and disagreed that risk control measures are put in place to prevent risks associated with strategic plans. 21.2% and 5.8% of the respondents respectively agreed and strongly agreed that risk control measures are put in place to prevent risks associated with strategic plans. A standard deviation of 1.1.45 and a relatively high mean and 2.558 indicate slight variation in the responses.

These findings compare well to the research done by Mbuva, Rambo, and Oketch (2019), and found out that risk monitoring significantly impacted project performances, strategic plan implementation being among them. Hence, the research recommended that owners and managers increase the efficiency of risk monitoring.

4.7 Succession Planning and Strategic Plan Implementation

The researcher asked the respondents the extent to which they agreed or disagreed with the indicators of the relationships between succession planning and strategic plan implementation on a 5-point likert scale described as follows: 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), 5= Strongly Agree (SA).

Table 4.7: Descriptive statistics for Succession Planning and Strategic Plan Implementation

Statement		SD	D	N	A	SA	Mean	S Dev.
KLRC has put in place strategies for recruiting, orienting, and developing staff	F	4	24	4	17	2	2.784	1.119
	%	7.7%	46.2%	7.7%	32.7%	3.8%		
KLRC allows collaboration and knowledge sharing for leadership development	F	5	11	12	21	3	3.115	1.114
	%	9.6%	21.2%	23.1%	40.4%	5.8%		
KLRC identifies potential talent and develops staff at the senior and middle levels	F	5	20	7	15	5	2.904	1.209
	%	9.6%	38.5%	13.5%	28.8%	9.6%		
KLRC's job analysis leads to satisfactory recruitment and promotion	F	4	27	6	14	1	2.635	1.030
	%	7.7%	51.9%	11.5%	26.9%	1.9%		
Succession policies should be put in place to facilitate implementation of strategic plans	F	0	4	0	19	29	4.404	0.846
	%	0.0%	7.7%	0.0%	36.5%	55.8%		
Cultural diversity is appropriate during succession planning	F	0	2	5	13	32	4.442	0.826
	%	0.0%	3.8%	9.6%	25.0%	61.5%		
Composite mean and standard deviation (S Dev.)							**3.392**	**0.581**

Source: Researcher, 2024

A total of 46.2% and 7.7% of the respondents agreed and strongly disagreed in that order that KLRC has put in place strategies for recruiting, orienting, and developing staff, and a further 32.7% and 3.8% agreed and strongly agreed to the assertion. The mean and standard deviation 2.784 and 1.119 respectively indicates slight variation in the responses. 9.6% and 21.2% of the respondents disagreed and strongly disagreed that KLRC allows collaboration and knowledge sharing for leadership development.

However, 40.4% and 5.8% of the respondents agreed and strongly agreed in that order that KLRC allows collaboration and knowledge sharing for leadership development. A standard deviation of 1.1.14 and a mean of 3.115 show little difference in the responses. On identification and development of talents at middle and senior levels in KLRC, 9.6% and 38.5% of the respondents strongly disagreed and disagreed while 28.8% and 9.6% agreed and strongly agreed with the same statement. A relatively higher mean and a standard deviation of 2.904 and 1.209 respectively show that there is little variation in the responses.

Further, 7.7% and 51.9% of the respondents strongly disagree and disagree that KLRC's job analysis leads to satisfactory recruitment and promotion. Moreover, 26.9% and 1.9% of the respondents agree and strongly agree that KLRC's job analysis leads to satisfactory recruitment and promotion. There is little variation in the respondents' responses as per the standard deviation of 1.030 and a mean of 2.635.

On succession planning, policies should be put in place to ensure implementation of strategic plans, 7.7% disagreed while 36.5% and 55.8% agreed and strongly disagreed respectively. A low standard deviation of 0.846 and a high mean of 4.404 shows little variation in the responses. When asked whether cultural diversity is appropriate during succession planning, 3.8% disagreed, 25.0% and 61.5% agreed and strongly disagreed in that order with a mean and standard deviation of 4.442 and 0.826 respectively showing low variation in the responses.

The findings compare well with the research done by Olusola (2020) on the impacts of CEO succession planning on Nigerian SMEs performance. The research concluded that succession planning is a successful strategy for ensuring business performances. This study discovered that Nigerian SMEs are much more socially sustainable when CEO succession planning is implemented, findings which are similar to the outcome of this study.

4.8 Linear Regression Analysis

The researcher conducted a multiple linear regression analysis to assess the statistical significance of the predictor variables on the dependent variable. On regression of the independent variables, resource allocation, risk monitoring and succession planning against strategic plan implementation a regression equation of the format;

$SPI = \beta_0 + \beta_1 RA_1 + \beta_2 RM_2 + \beta_3 SP_3 + \varepsilon$ was used.

The results are as presented in **Error! Reference source not found.**8, **Error! Reference source not found.**9 and

Table 4.10: Analysis of the regression coefficient

0.

Table 4.8: Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.344a	0.118	0.062	0.53271
a. Predictors: (Constant), resource allocation, risk monitoring and succession planning				

Source: Researcher, 2024

The regression model summary in **Error! Reference source not found.**4.8 shows that the coefficient of determination, R-squared (R^2) value was 0.118, meaning that 11.8% of the variation in strategic plan implementation can be explained by the combined effect of resource allocation, risk monitoring, and succession planning. This indicates that while these leadership practices contribute to explaining the success of strategic plan implementation, 88.2% of the variation is due to other factors not captured in this model such as organizational culture, communication systems, or staff motivation among others.

Table 4.9: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.790	3	0.597	2.102	0.113[b]
Residual	13.338	47	0.284		
Total	15.127	50			
a. Dependent Variable: Strategic Plan Implementation *b. Predictors: (Constant), resource allocation, risk monitoring and succession planning*					

Source: Researcher, 2024

Error! Reference source not found. shows that the summary from ANOVA analysis gave F statistic of 2.102 with a p value of 0.113. Since p>0.05, the conclusion is that all the predictors in this model are not jointly significant in predicting the strategic plan implementation in Kenya Law Reform Commission.

Table 4.10: Analysis of the regression coefficient

Model 1	Unstandardized	Std.	Standardized	t	Sig.

	Beta	Error	Beta		
Constant	3.820	0.682		5.600	0.000
Resource Allocation	0.060	0.130	0.070	0.460	0.648
Risk Monitoring	-0.341	0.192	-0.286	-1.777	0.082
Succession Planning	0.310	0.138	0.328	2.250	0.029

Source: Researcher, 2024

Considering regression coefficients in

Table 4.10: Analysis of the regression coefficient

0, the regression equation can be presented as: $SPI = 3.820 + 0.060RA_1 – 0.341RM_2 + 0.310SP_3 + \varepsilon$

The regression equation indicates that considering all variables at zero, the strategic plan implementation in KLRC will be equivalent to 3.820 units. As per the results, resource allocation (β=0.06, p=0.648>0.05), a significant correlation between resource allocation and implementation of strategic plans in KLRC doesn't exist. Holding the rest of the variables at constant zero, a unit increase in resource allocation increases strategic plan implementation in KLRC by 0.06.

Further, on risk monitoring (β=-0.342, p=0.082>0.05), the data shows that risk monitoring and implementation of KLRC strategic plans don't have a significant statistical relationship. It implies that increasing risk monitoring by a unit gives a 0.341 decrease in implementation of KLRC strategic plans. A p-value=0.082 which is higher than 0.05 shows that the relationship between KLRC strategic plan implementation and risk monitoring could be random chance.

On succession planning, (β=0.310, p=0.029<0.05), a significant correlation between KLRC strategic plan implementation and succession planning exists. It indicates that increasing

succession planning by a unit yields a 0.310 increase in implementation of KLRC strategic plans. A p-value=0.029 which is less than 0.05 indicates that the relationship between KLRC strategic plan implementation and succession planning is not by random chance.

The study findings revealed that leadership practices have varying levels of influence on the implementation of strategic plans at the Kenya Law Reform Commission. Although resource allocation and risk monitoring showed no statistically significant relationship with strategic plan implementation, succession planning demonstrated a positive and significant effect. These results partially align with earlier studies.

For instance, Kivoi and Mbae (2020) emphasized that leadership practices such as effective budgeting and prudent resource management enhance strategic execution in public institutions, yet their impact may be limited when financial controls and priorities are weak. Similarly, Hrebiniak (2020) observed that organizations often struggle with strategy implementation not because of inadequate resources but due to poor alignment between leadership actions and institutional goals.

The insignificant influence of risk monitoring supports Ndegwa (2021), who found that risk processes in many public entities are largely procedural and fail to inform decision-making. On the other hand, the significant effect of succession planning echoes McNamara (2019), who noted that sustained organizational performance depends on leadership continuity and capacity

development. This suggests that nurturing future leaders through structured succession systems can enhance institutional stability and ensure consistent implementation of strategic initiatives.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

This chapter provides chapter four's summary of findings, areas for further research, conclusions, and policy recommendations.

5.2. Summary of the findings

KLRC relies on the National Treasury exchequer and donor funds for strategic plan implementation. The feedback from majority of the respondents indicates a strong belief that strategic plan implementation requires adequate resources. However, there is a perception that the resources are not properly aligned with the strategic priorities in KLRC. Further, the respondents felt that departments don't have adequate non-financial and financial resources for optimal operation in realization of the strategic objectives. The findings hereof are in tandem with the assertion that non-financial and financial resources are necessary for strategic plan implementation.

Various risks confront strategic plan implementation at KLRC, and this may hamper the realization of the strategic objectives. The risks emanate from internal inefficiencies, inadequate resources, policy changes, and other disruptions. Therefore, it is critical to establish a comprehensive risk management framework to mitigate the risks and ensure that strategic priorities are successfully implemented. The respondents indicated that identifying and controlling risks are important in KLRC's strategy execution. However, respondents noted that there are no adequate and proactive measures to address risks associated with implementation of strategic plans. The leadership must therefore prioritise the development of a comprehensive risk management framework to foster resilience in the organization and aid in decision-making.

Succession planning is a strategic thrust aimed at ensuring a smooth transition in times when key staffs exit their positions. It is a strategic move whose objective is to identify and develop highly competent staff to fill the critical roles in future. The respondents indicate the absence of strategies aimed at recruiting, orienting, and developing staff. There was also a concern that KLRC doesn't fully appreciate the growth of talents at the middle and senior management levels. Succession planning should be robust for the going concern of an organization. Succession planning is important in organizational development and resilience since it contributes to ensuring a smooth transition and preservation of knowledge.

5.3. Conclusion

The research finds that multiple critical factors, such as infrastructure improvement and risk assessment, moderately impact strategic plan implementation in KLRC. These elements are essential in determining the effectiveness and success of strategic efforts. Infrastructure improvement, which includes both physical and technological dimensions, has been recognized as an important factor. Sufficient infrastructure supports seamless operations, improves communication, and enhances the overall productivity of the commission's work, positively influencing the strategic plans implementation.

Risk assessment is also a vital factor which plays a moderate role in implementing the strategic plan. Efficient risk assessment protocols allow the organization to pinpoint, evaluate, and counteract potential risks that could obstruct strategic aims. By actively managing risks, the KLRC can ensure that its strategic efforts stay aligned and are not impacted by unexpected obstacles.

While resource distribution and succession planning exert influence, they seem to have a diminished effect on the strategic plan's implementation. Resource distribution is a key aspect of any strategic approach, as it guarantees that essential financial, human, and material resources are allocated towards fulfilling defined objectives. Nonetheless, the research point out that inadequate resource distribution is a significant obstacle faced by the KLRC. Scarce resources can impede the implementation of planned actions and impact the overall results of the strategic plan.

Succession planning is a crucial element of strategic execution in KLRC. Effective succession planning promotes continuity and stability within the organization, especially during leadership changes. The absence of a thorough succession plan can lead to interruptions in executing the strategic plan, as key positions may remain vacant or be filled by individuals who lack the necessary qualifications and experience.

The study also points out several major challenges that hinder the successful implementation of the strategic plan at KLRC. These challenges include insufficient resource distribution, which restricts the organization’s capacity to carry out its strategic initiatives fully. Inadequate risk management processes are also noted, indicating a need for stronger systems to effectively identify and counteract risks. Moreover, the lack of a solid succession planning framework represents a threat to the continuity and sustainability of strategic projects.

In conclusion, although infrastructure improvement and risk assessment moderately affect the strategic plans’ implementation KLRC, challenges concerning resource distribution, risk management, and succession planning have to be addressed to improve the overall efficacy of strategic initiatives. Tackling these issues will be critical for the KLRC to reach its strategic goals and effectively execute its mandate.

5.4. Recommendations

To address the challenges identified and strengthen the effectiveness of strategic plan implementation at the Kenya Law Reform Commission (KLRC), the study proposes several policy recommendations that align with Kenya's Vision 2030, the Fourth Medium-Term Plan (MTP IV 2023–2027), and ongoing public sector transformation initiatives.

In line with Vision 2030's governance and public service reform pillar, KLRC should develop a resource allocation policy that ensures equitable, transparent, and accountable use of financial and non-financial resources. This policy should operationalize the principles of the Public Finance Management (PFM) Act, 2012, by promoting efficiency, value for money, and fiscal responsibility. Resource distribution should be directly linked to strategic priorities and performance outcomes as guided by the National Treasury's Results-Based Budgeting (RBB) framework.

To support national goals on institutional resilience and accountability, KLRC should develop a comprehensive risk management policy. This should include periodic risk assessments, mitigation strategies, and clear reporting channels consistent with the Public Sector Internal Audit Framework (2017) and the National Risk Management Guidelines for the Public Service (2020). Regular policy reviews will help the institution anticipate and adapt to emerging governance, operational, and financial risks—an important tenet of Vision 2030's public sector modernization agenda.

Aligned with the Human Resource Management Policies and Procedures Manual for the Public Service (2016) and Vision 2030's goal of strengthening leadership and institutional capacity, KLRC should formalize a succession planning framework. This should include mentorship programs, leadership development pathways, and career progression systems that recognize cultural diversity and inclusion. Such a policy will ensure continuity in leadership, minimize disruption during transitions, and promote institutional stability in delivering strategic reforms.

In line with the National Integrated Monitoring and Evaluation System (NIMES) and the Public Service Performance Management Framework, KLRC should adopt a structured M&E policy to guide the tracking of strategic plan implementation. This should involve periodic performance reviews, use of key performance indicators (KPIs), and structured feedback mechanisms. The policy will enhance learning, accountability, and evidence-based decision-making—core principles in Vision 2030's results-based management approach.

By aligning these recommendations with Kenya's Vision 2030 and national reform frameworks, KLRC will strengthen institutional governance, accountability, and leadership capacity. This alignment ensures that the organization's strategic initiatives contribute meaningfully to national development goals and the broader agenda of efficient, citizen-centered public service delivery.

5.5. Recommendation for further studies

The three leadership practices studied in this research are not all encompassing in strategic plan implementation. Therefore, it is recommended that other leadership practices that affect strategic plans' implementation. Further, the study was conducted in the KLRC, a government agency, and it is recommended that similar studies be conducted in other government agencies. Leadership is dynamic and not static hence the need to study other government institutions.

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Appendix I: Questionnaire
Section A: Background Information

Instructions

Kindly tick the appropriate option in the spaces provided.

1. Gender: Male ( ) Female ( )
2. Age Bracket: 20 – 30 yrs. ( ) 31 – 40yrs ( ) 41 – 50 ( ) Above 50 ( )
3. Highest education qualification: Diploma ( ) Bachelor's Degree ( ) Masters (PhD ( )
4. Years of service: 0 – 2 years ( ) 3 – 5 years ( ) 6 – 8 years ( ) 9 – 10 years ( ) Over 10 years ( )
5. Department: Finance and Accounts ( ) Public Education ( ) ICT ( ) Internal Audit ( ) Human Resource ( ) Legislative Services ( )

Section B: Leadership Practices and Strategic Plan Implementation

Please select the choices you consider correct: Strongly Agree=5, Agree=4 Neutral=3, Disagree=2 and Strongly Disagree=1

1. Resource Allocation and Strategic Plan Implementation

No.	Statements	1	2	3	4	5
1.	Resources are adequately aligned with KLRC strategies					
2.	All departments have sufficient resources to carry out their functions effectively and efficiently					
3.	Adequate amount of funds is necessary for effective implementation of strategic plans					
4.	Donors' funds are accounted for in an open manner to ensure effective implementation of strategic plans					
5.	KLRC has adequate financial and non-financial resources to ensure effective implementation of strategic plans					

2. Risk Monitoring and Strategic Plan Implementation

No.	Statements	1	2	3	4	5
1.	Risk identification is essential in implementation of strategic plans					
2.	Assessment of risks is an important aspect of risk monitoring					
3.	Risk control is an essential measure for risk monitoring					
4.	Risk identification is an essential indicator for the management of risk					
5.	Processes and procedures are in place to make sure all strategies to assess risks have been created					
6.	Risk control measures are put in place to prevent risks associated with strategic plans					

3. Succession Planning and Strategic Plan Implementation

No.	Statements	1	2	3	4	5
1.	KLRC has put in place strategies for recruiting, orienting, and developing staff					
2.	KLRC allows collaboration and knowledge sharing for leadership development					
3.	KLRC allows collaboration and knowledge sharing for leadership development					
4.	KLRC's job analysis leads to satisfactory recruitment and promotion					
5.	KLRC identifies potential talent and develops staff at the senior and middle levels					
6.	Cultural diversity is appropriate during succession planning					

4. Strategic Plan Implementation

N/O	Statements	1	2	3	4	5
1	Strategic implementation of plans is affected by quality and increment of people involved in the process					
2	Successful strategic plan implementation depends largely on infrastructure development					
3	Timely delivery of quality services is ensured during implementation of strategic plans					
4	There is periodic reporting of strategic plan implementation progress					

SECTION C: Individual perception towards Strategic Plan implementation

Would you say that the leadership practices highlighted entirely impact the effective implementation of KLRC Strategic Plans?

Yes ☐

No ☐

If No, which other leadership practices would you cite as having an adverse impact on implementation of KLRC Strategic Plans?

……

……

……

Are KLRC Strategic Plans implemented within the timelines stipulated?

Yes ☐

No ☐

How does the highlighted leadership practices affect the timely implementation of KLRC Strategic Plans?

……

……

THANK YOU.

Appendix II: Budget

	Items	(**KSH)**
1	Travelling	15,000
2	Data Collection and analysis	30,000
4	Printing and binding	20,000
6	Miscellaneous	10,000
	Grand Total	**75,000**

Source: Researcher, 2023

Appendix III: Approval

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 22nd May, 2024

TO: Alex Mwangi Matheri
C/o Public Policy and Administration Dept.

REF: C153/CTY/PT/21451/2020

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 15th May, 2024 approved your Research Project Proposal for the M.PPA Degree Entitled, "Leadership Practices and Strategic Planning Implementation: A Case of Kenya Law Reform Commission."

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

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

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ELIJAH MUTUA
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Jane Njoroge
   C/o Department of Public Policy and Administration
   Kenyatta University

EM/mo

Appendix IV: Letter of Introduction

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/CTY/PT/21451/2020

DATE: 22nd May, 2024

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR ALEX MWANGI MATHERI – REG. NO. C153/CTY/PT/21451/2020

I write to introduce Alex Mwangi Matheri who is a Postgraduate Student of this University. The student is registered for M.PPA degree programme in the Department of Public Policy and Administration.

Alex intends to conduct research for a M.PPA Project Proposal entitled, "Leadership Practices and Strategic Planning Implementation: A Case of Kenya Law Reform Commission."

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

EM/mo

Appendix V: NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **211487**

Date of Issue: **11/July/2024**

RESEARCH LICENSE

This is to Certify that Mr.. ALEX MWANGI MATHERI of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: LEADERSHIP PRACTICES AND STRATEGIC PLANNING IMPLEMENTATION: A CASE OF KENYA LAW REFORM COMMISSION for the period ending : 11/July/2025.

License No: **NACOSTI/P/24/37623**

211487

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions