

**STRATEGIC DETERMINANTS ON IMPLEMENTATION OF COUNTY
ANNUAL DEVELOPMENT PLANS AMONG COUNTY GOVERNMENT IN
KENYA. A SURVEY OF SELECTED KENYAN COUNTIES**

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SEPTEMBER, 2021

DECLARATION

This thesis is my original work and has not been presented for a degree or any other

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DEDICATION

I would like to dedicate this project to my family members for their continued support throughout the writing of this research project.

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I wish to express great gratitude to my supervisors; Madam Mary Mbithi and Mr Moses Kithinji for accepting to correct and guide me throughout my research project. I thank the Kenya Methodist University for giving me the required knowledge to carry out the project.

ABSTRACT

Kenya devolved form of governance is in massive transition. Although the county governments are devoting considerable efforts in developing strategic county annual development plans, they are paying less attention on strategic implementation of these plans. More so, there is limited empirical literature on the strategic determinants of implementation of county annual development plans among Kenyan Counties. This necessitates immediate analysis to appropriate more research in this area; which is the reason this research was necessary. The purpose of the study was to analyse the effect of strategic determinants on implementation of county annual development plans among County Governments in Kenya. The study specifically sought to establish the effects of; strategic leadership characteristics on implementation of county annual development plans among County Governments in Kenya, organizational resources on implementation of county annual development plans among County Governments in Kenya, organizational culture on implementation of county annual development plans among County Governments in Kenya, and organizational structure on implementation of county annual development plans among County Governments in Kenya. The study was based on fundamental underpinning theories which included; stakeholders' theory, resource-based theory and open system theory. The research employed descriptive survey research design and targeted the 531 officers of Nairobi, Kiambu, Kajiado and Machakos counties; consisting of; County Executive Officers, Sub-County Administrators, Members of County Assemblies, and Ward Administrators. In its sampling, Yamane formula was used to establish a sample of 228 respondents; carefully chosen using stratified random sampling approach. Data used in the thesis was gathered on questionnaire administered to the sample population using drop and pick approach. During analysis, quantitative approach was used to avail descriptive statistics and then ordinal logistics regression statistics; with results presented in tables and figures. The study found that at 0.05 level of significance there is a; statistically significant positive effect of strategic leadership characteristics on implementation of county annual development plans among County Governments in Kenya ($p < 0.01$), statistically significant positive effect of organizational resources on implementation of county annual development plans among County Governments in Kenya ($p < 0.01$), statistically significant positive effect of organizational culture on implementation of county annual development plans among County Governments in Kenya ($p < 0.01$), and statistically significant positive effect of organizational structure on implementation of county annual development plans among County Governments in Kenya ($p < 0.01$). The study recommends that the Kenyan counties should; review their policies on strategic leadership matters and especially on the characteristics of their leadership; effectively manage their organizational resources informed by the county annual development plans; adopt county specific organizational cultures relevant to their environments; and review their organizational structures by redesigning their line of command in addition to redefining the responsibility and authority on activities related to implementation of county annual development plans. There should also be clear specification of job definition and description.

TABLE OF CONTENTS

DECLARATION	II
COPYRIGHT	III
DEDICATION	IV
ACKNOWLEDGEMENT	V
ABSTRACT	VI
LIST OF TABLES	X
LIST OF FIGURES	XI
ABBREVIATIONS AND ACRONYMS	XII
CHAPTER ONE	13
INTRODUCTION	13
1.1 Background of the Study.....	13
1.2 Statement of the Problem.....	19
1.3 Objectives of the Study	21
1.4 Research Questions	21
1.5 Significance of the Study	22
1.6 Limitations	23
1.7 Scope of the Study	24
1.8 Assumptions of the Study	25
1.10 Operational Definition of Terms	25
CHAPTER TWO	27
LITERATURE REVIEW	27
2.1 Introduction	27
2.2 Theoretical Review	27
2.3 Empirical Review	31
2.4 Conceptual Framework	42
2.5 Operationalisation.....	44
2.10 Knowledge Gaps.....	47

CHAPTER THREE	48
METHODOLOGY	48
3.1 Introduction	48
3.2 Research Design	48
3.3 Target Population	48
3.4 Sample Size and Sampling Procedure.....	49
3.6 Data collection Instruments and Procedure.....	50
3.7 Pre-testing	52
3.8 Data Analysis	53
3.9 Ethical Issues	55
CHAPTER FOUR.....	56
RESULTS AND DISCUSSIONS.....	56
4.1 Introduction	56
4.2 Response Rate	56
4.3 Respondents' Socio-Demographic Information	57
4.4 Descriptive Analysis	61
4.5 Inferential Analysis.....	75
CHAPTER FIVE	100
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	100
5.1 Introduction	100
5.2 Summary of Findings.....	100
5.3 Conclusions	105
5.4 Recommendations.....	108
5.5 Limitations of the Study.....	110
5.6 Areas for Further Study.....	110
REFERENCES	111
APPENDICES.....	118
APPENDIX I: INTRODUCTION LETTER	118
APPENDIX II: CONSENT FORM.....	119

APPENDIX III: QUESTIONNAIRE	122
APPENDIX IV: WORK PLAN	127
APPENDIX V: BUDGET	128

LIST OF TABLES

TABLE 3.1: ANALYSIS BY TARGET POPULATION	49
TABLE 3.2: ANALYSIS BY SAMPLE POPULATION	50
TABLE 4.1: RESPONSE RATE.....	56
TABLE 4.2: IMPLEMENTATIONOFDEVELOPMENTPLANS.....	62
TABLE 4.3: ANALYSIS BY EFFECTS OF STRATEGIC LEADERSHIP CHARACTERISTICS	63
TABLE 4.4: ANALYSIS BY OF EFFECTS OF ORGANIZATIONAL RESOURCES	67
TABLE 4.5: ANALYSIS BY ORGANIZATIONAL CULTURE AND IMPLEMENTATION	70
TABLE 4.6: ANALYSIS BY ORGANIZATIONAL STRUCTURE AND IMPLEMENTATION PLAN	72
TABLE 4.7: LOGISTIC RESULTS FOR STRATEGIC LEADERSHIP CHARACTERISTICS AND PLAN IMPLEMENTATION.....	77
TABLE 4.8: LOGISTIC RESULTS ON ORGANIZATIONAL RESOURCES AND PLAN IMPLEMENTATION.....	83
TABLE 4.9: LOGISTICS RESULTS ON ORGANIZATIONAL CULTURE AND PLAN IMPLEMENTATION.....	90
TABLE 4.10: LOGISTIC RESULTS ON ORGANIZATIONAL STRUCTURE AND PLAN IMPLEMENTATION.....	95

LIST OF FIGURES

FIGURE 2.1: THEORETICAL FRAMEWORK.....	31
FIGURE 2.2 : CONCEPTUAL FRAMEWORK.....	43
FIGURE 2.3: OPERATIONALISATION OF VARIABLES.....	45
FIGURE 4.1: ANALYSIS BY GENDER OF RESPONDENTS.....	57
FIGURE 4.2: PERIOD WORKED IN THE COUNTY GOVERNMENTS.....	58
FIGURE 4.3: ANALYSIS BY AGE BRACKETS.....	59
FIGURE 4.4: ANALYSIS BY POSITION AT WORK PLACE.....	61

ABBREVIATIONS AND ACRONYMS

CADP	County Annual Development Plan
CBROP	County Budget Review and Outlook Paper
CFSP	County Fiscal Strategy Paper
CIDP	County Integrated Development Plan
COYA	Company of the Year Awards
COYA	Company of the Year Awards
KRA	Kenya Revenue Authority
MCAs	Member of County Assemblies
NGOs	Non-Governmental Organisations
PPP	12-01-2021
RoK	Republic of Kenya
SACCOS	Savings and Credit Co-operative societies
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Principally, strategic planning is a practice at the strategic level that organisations (such as firm, groups and institutions) use to; set focus points, guide their activities and resources, coordinate activities and, of course ensure that their personnel and partners collaborate, for achievement of mutual priorities (Usoh & Preston, 2017). Particularly, strategic planning contributes to basic decisions and behavior that shape and direct the organisation in line with those responsible for serving it. This is to ensure that the essence of present activities is felt and that the reason these activities are done in a particular manner, while simultaneously viewing on the future of the project (Pearce & Robinson, 1997). More specifically it emphasises on deciding means of expected performance through reviewing and adapting the course of the organisation in response to a shifting market environment. Efficient strategic planning elucidates not just where a company is heading and the steps taken to make progress, but also on how it can recognize its success within the course of operations. The end product of strategic planning process is a strategic development plan document that contains the organization's vision, mission, objectives, strategies and actions (Ali, 2017). The development plan describes major interventions that an organization intends to implement within a given time frame. Accordingly, the strategic development plan implementation involves translating the agreed upon interventions into function a and operational set targets (Kotter & Best,2006). Thus, implementation of the strategic plan pushes

down the chosen direction towards its purpose of completing its purpose and realizing its goal.

In the context of the Republic of Kenya (RoK), the constitution of Kenya (2010) mandates county governments to pursue grassroots development without the dependence on central (national) government (Ngotho & Kerongo, 2014). Rather explicitly, the county governments offer the grassroots socio-economic development projects. Consequently, strategic plans are developed for the implementation of the development plans in these county governments (Nkatha, 2018). However, the County Governments of Kenya have been recording low accomplishments in their strategic plan implementation; occasioned by inadequate structures to spur such (Transparency International Report ,2015). In reality, depending on the essence of the strategy, the implementation of the strategic plan is guided by some strategic determinants (Nkatha, 2018). It is also obvious that the strategic implementation of the county governments in Kenya is determined by crucial factors (strategic determinants).

1.1.1 Strategic Development Plan Implementation

Strategic development plan implementation, which involves translating the agreed upon philosophies to functional and operational set targets, focuses on the manner in which these plans are actualized (Kotter & Best,2006). Thus, it is the activity which drive the firm along its way toward its objective of fulfilling its mission and achieving its vision. The success of strategic development plan implementation depends on strategy selected and how to convert it in to action (Maina & Njagi, 2019). So, strategic implementation requires activities which effectively put the development plan to work (Kotter & Best, 2006).

In implementation, there are two essential elements; one is the framework that describes the configuration to illustrate the partnerships that occur in the various areas and the other the aspect is the mechanism that involves leadership, community, services, and administrative procedures. Since the implementation should be consistent with the preferred technique, it is necessary to adopt the framework and the mechanism carefully. According to Hussey (2000), implementation of a strategic development plan requires “hard” and “soft” elements which must fit together for successful project implementation. The soft element is the behavioral component while the hard one comprises the analytical component of the development plan process making and its implementation. In this case, the behavioral dimension constitutes the soft element and the hard element comprises of analytical dimension to the process. Ensuring successful implementation takes a logical fit between the soft and hard components and operational variables. More so, Ali (2017) suggests that the satisfaction of intentions is crucial and sufficient to devise a creative and special solution.

The implementation strategy must have the involvement of all the organization's stakeholders and therefore the top management must be involved from the outset (Pearce & Robinson, 2007). There is also the need for strong leadership to ensure that all corporate activities are united and geared towards achieving the aims of the firm. According to Edwards (2015), acceptance and incorporation of the strategic development plan into everyday operations would make the major follow-up effective. As part of their everyday work lives, the workers learn about the strategy and its components as well as the ways to evaluate its effective execution. It is

highly important to be aware of the measuring processes and how successes are to be rewarded and appreciated by workers. Notably, positive affirmation strengthens the plan's support and confidence in its opportunities.

Furthermore, the community should be consistent with the execution of the development plan as the chief executives play an important part in; setting principles, standards and beliefs for the firm (Maina & Njagi, 2019). When a development plan fails to take into account the organizational culture, the project will get into problems. Organizational culture is an essential characteristic that characterizes the leadership of organisations that strive to balance their policies and culture (Maika & Wachira, 2020). Without proper match of organisation culture, there would be opposition, which in turn frustrates the attempt to execute the plan (Cater & Pucko, 2010).

In relation to available human and financial resources, human capital is an important factor for preparation and growth as well as successful completion of the development plan (Mwai et al., 2018). Such preparation is necessary in order to improve the capacity to establish and execute a strategic plan. There is a need to provide appropriate management structures and policies in order to improve the successful execution of the policy (Onono, 2018).

1.1.2 Strategic Determinants and Implementation of Development Plans

There are many studies; such as Maika and Wachira (2020), Maina and Njagi (2019); Mireria and Oringo (2019; Abass et al (2017), Genc (2017) and Johnson et al. (2013), that have focused on strategic determinants affecting the implementation of development strategies. As Abass et al (2017) found that there is a statistically significant positive effect of; organizational structure;

leadership; organizational culture on organizational efficiency, Mireria and Oringo (2019) revealed that the plan implementation was positively and significantly affected by the organizational structure, resource distribution and organizational culture. The analytical research by Maina and Njagi (2019) which was analyzing the influence of organizational capital on the implementation of strategic plans found that human capital, financial resources, Information Technology (IT) resources, and corporate leadership had a positive statistical impact on management of strategic planning.

According to Johnson et al. (2013), commitment and interventions of the top management team of an organisation encourage higher levels of involvement in implementing specified strategy for businesses. Meanwhile Genc (2017) posits that senior management played a role in the implementation of a chosen strategy. While addressing non-commitment, particularly from the lower ranks, it was found that it adversely affects the execution of strategic development plans. This is because strategic decisions made at a company's top management level can be administratively enforced on lower-level management and with non-commitment the resultant expectations of practical level management are inadequately taken into account. Nkosi (2013) analyzed factors affecting the execution of the strategy and the results revealed that human capital and human resources accompanied by organizational framework and technical structure remain the most critical factors for effective implementation of the strategy. According to Mbaka and Mugambi (2014), the most critical explanation for the inability to effectively implement organizational plan is the insufficient funding, limitation of personnel, inexperienced managers and personnel, weak implementation management and lack of departmental cohesion.

Abok (2013) argues that in order to accomplish planned targets efficiently and effectively, the strategic planning administrators should feel obligated to partners in every area of execution. Such represents a consistent follow-up of the planned process. The most critical structural variables that impact the implementation of plans are; engagement and participation of the senior management team of an organisation, capital and human resources, organizational composition and stakeholder interest (Abok, 2013).

It was seen in the analysis by Abass et al (2017) that the execution of county growth plans may be influenced by; characteristics of leadership, organizational capital, organizational culture, organizational structure. This research, however, was limited to the county of Wajir and therefore it was hard to generalize the findings to all the Kenyan counties. For this cause, the current research sought to fill the gap in the study by Abass et al (2017) by analyzing the influence of; leadership characteristics, organizational resources, organizational culture, and organizational structure on the implementation of county annual development plans among county governments in Kenya.

Based upon previous studies such as Abass et al (2017), which predicted statistically significant relationships between implementation of Wajir county plans each of the; organization structure, leadership, organizational culture and organizational structure as well as research by Mireria and Oringo (2019) which demonstrated strategic organizational structure, resources distribution and organizational culture as having a positive and significant influence on strategic implementation, this research used the strategic leadership traits, business capital, corporate culture, and organizational structure as factor influencing on

the implementation of county annual development plans among the county governments in Kenya..

1.1.3 County Annual Development Plan

The County Annual Development Plan (CADP) is a one-year plan that provides the basis for implementing the County Integrated Development Plan (CIDP), County Budget Review and Outlook Paper (CBROP), County Fiscal Strategy Paper (CFSP) and the county Budget among Counties in Kenya. Legally, the justification for the preparation of the Annual Development Plan is in section 126 of the Public Finance Management Act, 2012 and in accordance with Article 220(2) of the Constitution of Kenya, 2010. The preparation is led by the County Executive Member in charge of Finance and Economic Planning in close collaboration with various stakeholders including government departments and it is prepared using guideline issued by the Ministry of Devolution and Planning. In Kenya, the counties have developed six year CADP, covering the period 2018-2022, guided by CIDP. The County strategic priorities are outlined in this plan. The plan further describes the programmes to be delivered by the County and details for each programme required resources. The plan also describes significant capital developments including measurable indicators and a summary budget. The plan also covers a broad range of social and economic development issues. These include the Vision 2030, the Sustainable Development Goals (SDGs), the Agenda 2063, the Big Four and Governors Manifesto.

1.2 Statement of the Problem

Kenya devolved form of governance is in massive transition. Although the county governments are devoting considerable efforts in developing strategic county annual

development plans, they are paying less attention on strategic implementation of these plans (Barasa, 2014; Malei, 2015). According to Malei (2015), despite there being some attention to develop strategic county integrated development plans, implementation of these plans faces a myriad challenge. As a result, the counties in Kenya are yet to successfully complete most of their development projects and the few that are concluded have really taken too long diminishing their value and usefulness. More so, there limited empirical literature on the strategic determinants of implementation of county annual development plans among county governments in Kenya. Thus, despite substantial research on strategic determinants and strategic plans implementation, there is limited empirical literature on; leadership characteristics, organizational resources, organizational culture, and organizational structure as strategic determinants affecting implementation of county annual development plans among County Governments in Kenya. more so, most of these studies used multiple regressions analysis which has not provided consistent results. Therefore, there is need for immediate research to pinpoint the strategic determinants of implementation of county annual development plans among county governments in Kenya, hence this study. This study locked the knowledge gap by assessing the effects of strategic determinants; leadership characteristics, organizational resources, organizational culture, organizational structure on implementation of county annual development plans among Kenya counties using ordinal logistic regression.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to assess the effects of strategic determinants on implementation of county annual development plans among county governments in Kenya.

1.3.2 Specific Objectives

The study was guided by following specific objectives

- i. To establish the effect of Strategic leadership characteristics on implementation of county annual development plans among County Governments in Kenya.
- ii. To establish the effect of organizational resources on implementation of county annual development plans among County Governments in Kenya.
- iii. To establish the effect of organizational culture on implementation of county annual development plans among County Governments in Kenya.
- iv. To establish the effect of organizational structure on implementation of county annual development plans among County Governments in Kenya.

1.4 Research Questions

The study was guided by following specific objectives

- i. What are the effects of strategic leadership characteristics on implementation of county annual development plans among County Governments in Kenya?

- ii. What are the effects of organizational resources on implementation of county annual development plans among County Governments in Kenya?
- iii. What are the effects of s organizational culture on implementation of county annual development plans among County Governments in Kenya?
- iv. What are the effects of organizational structure on implementation of county annual development plans among County Governments in Kenya?

1.5 Significance of the Study

The findings from this study will be useful to;

1.5.1 County Governments

This analysis is relevant to County Governments in Kenya, because it analyzed the potential determinants of the strategic plans implementation. The results would enable County Governments policy makers to devise policies for successful implementation of their strategic plans. The findings would assist these policy makers to make effective decision on how to effectively manage their strategic leadership characteristics, organizational resources, organizational culture, organizational structure for the purpose of strategic plan implementation

1.5.2 Academicians and Researchers

This research was found to be helpful in establishing a theoretical basis on the factors that affect the execution of strategic plans. The researcher was a window opener on strategic factors affecting implementation of the strategic across a wider section of Kenyan counties; adding to existing knowledge. So, it is useful to scholars and academicians. It offers a forum for further studies on the execution of strategic strategies in County governments and other public

agencies. This makes it useful to future researchers as a reference guide. It calls for continuous analysis to assess the real condition rather than to live on hypotheses. The thesis contributed to renewed discussion and further studies on the effect of the strategic determinants of the execution of the plans and the optimisation of the implementation of the strategic plans.

1.5.3 National Government Policy Makers

The thesis would also be beneficial for decision makers and different stakeholders involved with Kenyan devolution, as they can use the conclusions and recommendations of the study to enhance the execution of the County Development Plans. This research has contributed to the policy formulation and strategic activities of stakeholders' organizations as they identify how to deal with the execution of county development plans.

1.6 Limitations

Because of the limits of the Covid-19 epidemic, face-to-face data gathering became difficult. The accuracy of the data gathered was hampered as a result of this which consequently had effect on quality data gathering. Travel prohibitions, on the other hand, limited the data gathering methods used in this study, as data collection does not only rely on travel to hear firsthand stories from key stakeholders. Telephone surveys and online data collecting techniques, such as online interviews and online questionnaires for respondents working outside their jobs, was used to reduce this limitation.

There may have been some worry about the objective of communication. This was due to individuals being preoccupied with their day-to-day occupations, as well as concerns from rivals, but the researcher utilized some of the research assistants to get the data and better manage them. Because of their reluctance, respondents may have supplied poor replies. To avoid this difficulty, the researcher made it apparent to the respondents that the analyses' explanation was entirely academic. The researcher became acquainted with the survey respondents early on and so provided them a free space to answer questions, independent of their inclination to participate. Most county officials were busy throughout due to heavy workload and therefore the researchers were needed to be continually reminded or even convinced to provide the necessary details.

The research was carried out on Kenyan county governments which only narrowed the applicability to Kenyan counties in the e implementation of annual county growth plans through strategic determinants. The applicability of the study in other public bodies would be difficult. Further, the study only considered leadership characteristics, organizational resources, organizational culture, organizational structure as the strategic determinants affecting implementation of CADP among County Governments in Kenya while there are other strategic determinants.

1.7 Scope of the Study

The research aimed to examining the influence of strategic determinants on Kenyan Counties' CADP implementation. The study collected its data from only four counties; Nairobi, Kiambu, Kajiado and Machakos. The researcher chose County Governments in this region due to the fact that they are counites facing a myriad of different challenges in their endeavour to implement their strategies and

need to obtain access to the required information in the faces of constraints time and funding making. Notably, these counties have characteristics similar to those of other counties in the country. All the counties in the country have been created and by the same constitution, have similar structures, and get their main funding from the same source, which is the national government. The study selected Nairobi County to represent urban counties while Kiambu was to represent peri urban counties. Kajiado county was chosen to represent rural poor counties and Machakos county was chosen for other rural counties. The choice of these counties informed by the desire to having homogeneity of difference in various counties. Therefore, the choice of these County Governments was a suitable representation of counties at national level. The study targeted 491 participants drawn from the; executive members, sub-county administrators, MCAs and ward administrators. The study was conducted for the period between May 2020 and November 2020.

1.8 Assumptions of the Study

The research presumed the interviewees were truthful, sincere and right. The respondent were still considered to be accessible and that they gave satisfactory and accurate answers.

1.10 Operational Definition of Terms

Organization Culture is characterized as values, customs and rituals that decide the method the organization uses to enforce new policy or to serve the interests of stakeholders. (Mbaka & Mugambi, 2014)

Organization Structure is a framework which clearly defines duties and responsibilities of workers in formal organizations (Estalaki, 2017).

Organizational resources refer to both financial and non-financial assets of used in the projects and the way they are managed and used (Maina & Njagi, 2019).

Strategic leadership characteristic is simply the attributes that are habits of leaders that offer a business a strategic edge over competition (Ireland & Hitt, 2005).

Strategic plans is described as a step-by-step exercise that is developed by an enterprise or corporation, so that the whole business knows what will happen and what is required of it (Mintzberg, 2004).

Strategy refers e long-term trajectory and reach of an entity that has the benefit of generating capital and competence for the execution of the vision, priorities and stakeholder aspirations in an evolving world (Robinson & Scholes,2007)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Offered in this chapter is an overview of theoretical material that was review and empirical research (past studies) that was review and as they pertain to strategic plans. Specifically, it discusses theoretical review and empirical literature review on the influence of strategic determinants on implementation of plans. While the theoretical review touches on theories explaining strategic determinants and implementation of plans, the empirical review of literature involves thorough examination of the past empirical studies both international and local. The critique of the existing literature is then discussed followed by the conceptual framework, operational framework and summary of empirical review and then the research gap.

2.2 Theoretical Review

Implementation of strategic plans has been appraised theoretically by various theorists, scholars and researchers who focus on its different aspects. Also, strategic determinants and their influence on strategic plans implementation in different aspects have as well been discussed. In practice, a theory is characterized as a collection of interrelated principles, concepts, and proposals that systematically view phenomena by identifying relationships between variables to describe or forecast the phenomena (Kerlinger & Lee, 2000). In this research, there are three fundamental theories found essential clarifying strategic determinants as influencing execution of strategic plans. These include; stakeholders' theory, resource-based view and open system theory.

2.2.1 Stakeholder theory

This theory on stakeholders maintains that all legitimate entities, individuals, a group of individuals or participants in any organisation or association acquire benefits and legally valid stakeholders, the goals of their interests are not self-evident (Donaldson & Preston, 1995). It is alleged that while Stakeholder Theory is descriptive and instrumental in practice, it is more normative in concept. This theory describes the stakeholders' inherent perspectives or desires, which are intrinsically beneficial for all stakeholders. The theory is highly regarded as for strategic management nature since it recommends for all activities, attitudes, and mechanisms which require that the interests and benefits of all legitimate actors in a business or organization to be considered simultaneous attention. While Post et al. (2002) indicates that the stakeholders are both directly and indirectly involved parties in the organisation, Freeman (1984) postulates that stakeholders are those who may affect or be affected by the fulfillment of strategic goals. With its foundation based on strategic management, argument and discussions, stakeholder theory has attracted a lot of interest to other scholarly areas.

Both Clarkson (1995) and Hillman and Keim (2001) have used this theory within the confines of corporate social responsibility. Stakeholders theory is relevant to this study in that it views the interests and benefits of the legitimate stakeholders in the firm as the most critical determinant of the firm's ability to successfully implement strategic plans which in turn enhances firm performance.

2.2.2 Resource Based View (RBV)

The RBV, as a theory, establishes the analytical framework for the recognition of the competitive advantages of organisations based on their distinctive mix of capabilities,

expertise, abilities and intangible properties. The underlying premise of RBV is that every organization varies profoundly because each company has a "unique" range of capital (both tangible and intangible) and has the capacity to take advantage of those properties. Each firm builds its skills out of these resources and hence becomes a source of competitive advantages (Pearce & Robinson, 2007). In this sense, the resource an organization employs play a large part in the execution of its strategic plan. A resource-based strategy requires strategic acquisitions that can dissuade entry and increase prices in excess of long-term costs when the costs or output of the businesses are considerably lower.

According to Caves (2015), an organisation is able to show its capacity and its ability to do what it wants to do and also every organization possesses real and conceivable strengths and vulnerabilities against resistance to any situation or rivalry. Based on this premise, the resource-based perspective calls for management techniques to build new capacity (Wernerfelt, 1984). The theory is important and solid since it sees the existence of organizational and concrete resource as the key determinant of the company's ability to execute business strategies both short-term and long-term.

2.2.3 Open system theory

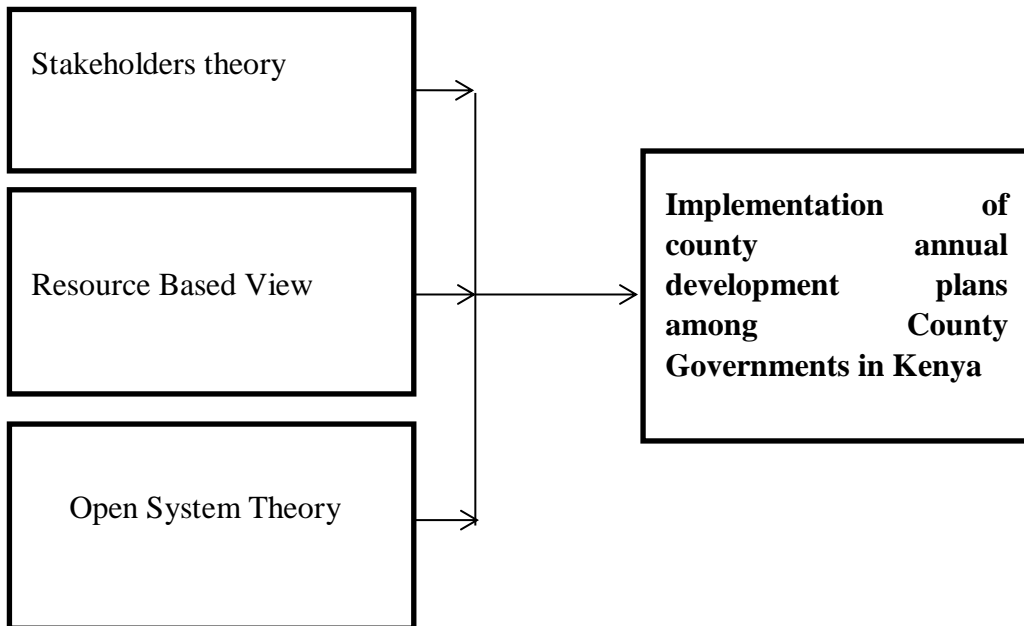
The theory, open system theory, which was developed by the biologist Von Bertalanffy (1983), explains the system as holistic comprising of objects or entities that are interlinked. System theory is essentially about problems or connections, mechanisms and interdependencies, rather than constant entity attributes. The theory considers an organisation as a social system composed of; individuals who collaborate in a structured sense and draw money, persons, fund their environment and return goods or services to their environment. This theory is focused on the view that

managers should concentrate on the position of each part of an enterprise rather than discuss these pieces individually (Hannagan, 2002). The system theory notes that there is no vacuum in an organisation. It relies not only on its surroundings as well as on a broader structure, including the culture or economic system it belongs to. The structure approach discusses all organizational and group behavioral dimensions that contribute to a cooperative system (Koontz, 2001). A county is viewed as a dynamic system of workers and multiple stakeholders. In this case, the framework highlights the organization's unity and dignity and focusses on the interrelationship between its components and environmental experiences. It notes that the inter-relationships between organisations and their relations with their external world must be viewed as a whole.

A county is an open structure thus reacts to external pressures in attempting to accomplish and execute its strategic goals. The Open Systems gives an insight into the patterns and the essential essence of the relationships between these different elements, so that they can handle operational changes, achieve an internal match and respond to external changes in the environment.

Figure 2.1

Theoretical Framework



Source: Hillman and Keim (2001), Caves (2015), (Hannagan (2002)

2.3 Empirical Review

Significant research had been done on implementation of strategic plans across the board. Teressa et al. (2013) for instance, focused on strategic plan execution among Kenyan non-government organisations (NGOs) while Rajasekar (2014) assessed factors impacting successful implementation of policies in the service sector. Messa and Mucai(2013) studied factors that influence the execution of policy plans in government institutions among Kenyan tertiary institutions.. However, very few studies have focused on public institutions, particularly in County Governments as strategic development planning entity. Much of the research had considered strategic plans implementation and not looked at implementation of County Annual Development Plan which is currently the development blueprint plan among County Governments in Kenya.

2.3.1 Strategic Leadership Characteristics and Strategic Plans Implementation

The thesis by Nyong'a and Maina (2019), which was analyzed in descriptive research, aimed primarily on assessing the influence of strategic leadership characteristics on plan delivery by Kenya Revenue Authority (KRA). In the thesis, the relationship between strategic leadership on plan delivery was studied using regression and the results showed that strategic leadership and implementation of the initiative were highly interrelated. The study concluded that strategic leadership elements; administration, employing moral values and delegation of duties have a clear and significant effect on implementation of the initiative. The results revealed that workforce capacity expansion and increased productivity translates into stronger policy enforcement. Whilst vast and efficient pool of knowledge and human resources are highly useful tools to execute the strategy, poor strategic leadership characteristics at the top of the organization were established as a significant challenge to growth. Strategic leadership can be seen in the literature reviewed as an attempt to help, engage, motivate and deploy a team to execute its respective activities in order to accomplish the required strategic and tactical objectives.

The intention of paper by Kolil et al (2019) for the county governments in North Rift, Kenya, was to determine strategic leadership characteristics impact on service delivery. The thesis used a mixed methodology paradigm for to study association. The analysis found that the correlation of leadership characteristics with service delivery was significantly positive. Based on the findings, leadership characteristics contributed 35.4 percent to service delivery. Regression analysis reported that the effect of leadership characteristics on service quality as statistically significantly positive. The report indicated that capacity building for county government officers should be

improved in order to increase the quality of operation. The mechanism for naming leaders in county governments should be strengthened in order to make the best leaders in county governments lead the service delivery effort.

In their Mubarak and Yusoff (2019), assessed effect of strategic leadership characteristics on plan implementation. In which case, it was observed that organisations tend to have difficulties in adopting their plans, and leadership characteristics is believed to be one of the most important obstacles. In addition, leadership characteristics is described as an essential catalyst for successful adoption of the plan. The position of leadership characteristics should therefore be meticulously followed when articulating and executing strategic decisions. Leadership characteristics also have a critical impact on the overall success of the organisation. Strategic leadership characteristics should also see corporate staff as a critical resource from which diverse core competencies are rendered and successfully employed to achieve a competitive advantage. Leadership characteristics must initiate an evaluation process to ensure the viability of the whole management procedure. This accountability perspective would demonstrate flaws and reinforce initiatives by quality development and transition. In addition, this appraisal process will allow leaders to preserve and support the spontaneous development of the organization when executing policies efficiently.

Ultimate goal of research by Michira and Anyieni's (2018) was to analyse the leadership characteristics impact on the implementation of strategic plans in the Savings and Credit Co-operative societies (SACCOs) in Kenya. The study was particularly focused on Mwalimu SACCO in Nairobi County. The study thus concluded that characteristics of leadership have a significantly positive impact on

success of plan implementation. The study states that governance strategies have a positive influence on the execution of strategic plans and that management dedication has a positive impact on the company's strategic plans. The study also advises that management should fully follow governance practices including sound internal functions, detailed and efficient monitoring, operational performance evaluation, effective duties allocation and structures that help the enterprise to make informed decisions on matters to be taken. Finally, the study notes that the top and middle leadership should enable staff, during the analysis and implementation of the strategies, to participate thoroughly in decision-making and to strengthen their involvement when executing the strategic plans. The Kitonga (2017) study aimed at evaluating the effect on operational performance of non-profit strategy leadership characteristics. In this study, convergence of techniques of mixed approach research was used. The results of this review suggest that strategic leadership characteristics in general is closely related to organizational performance in nonprofit organizations. In the study's findings, positive ties have been found between strategic direction, development of human capital, ethical practices, strategic control and operational performance. The report also recommends strategic leadership characteristics to be adopted.

Abass et al. (2017) conducted a case study for Wajir County Government on the relationship between implementation of the plan in the Kenyan county governments. The study concluded that there was a statistically significant association between leadership characteristics and organizational performance.

Lumbasi et al. (2016) conducted a descriptive study whose findings revealed that the adoption of a leadership characteristics had a significant positive effect on the morale

of staff. Strategic leadership characteristics discussed in the research included; shaping an efficient corporate culture, determining strategic strategy, effective management of the asset's portfolio of the organization, constructing an organization, maintaining ethical enforcement, defining short-term goals and plans, communicating strategies and establishing balanced organizational controls.

2.3.2 Organizational Resources and Strategic Plans Implementation

The basic objective of the study by Maina and Njagi Study (2019) was to explore the influence of organizational resources on the implementation of policy in private elementary schools of Kirinyaga District, Kenya. In the analysis, the study employed quantitative analysis to yield descriptive and inferential statistics were used. The research showed that the organizational resources (including human capital, financial resources and IT resource) had a statistically significant positive impact on strategic implementation at private primary schools in the Kirinyaga County.

In the research by Mwai et al. (2018) to analyze the influence of resources on operational performance, it was shown that the resources mobilisation and the distribution of the funds affected the strategic plans as they impacted the quality of success. Despite being adverse , personnel empowerment has a significant influence on workflow efficiency.

Densford et al. (2018) analyzed the impact on productivity of road infrastructure projects of mobilization of project resources based on data from local businesses in Kenya. The study concludes that the mobilization of project resources has a significant effect on the progress of local corporations' road infrastructure programs. The success of road-infrastructure project was directly affected by fiscal, physical and technical resources. The study showed that the Public-Private Partnership (PPP) and the

government played an important role in promoting financial and technical capital procurement, while improving the performance of local companies' road construction projects. Analysis deployment of capital on impacted on project performance, but did not explain how mobility of resources relates to the implementation of building projects in other jurisdictions.

The goal of the study carried out in Baringo County police administration by Mumo (2018) was to explore the relationship between organizational resources capability and strategic plan implementation. On the basis of the research topic and the related goals the collected data being quantitative, quantitative was employed to produced results which yielded a correlation coefficient (r) of 0.903, indicating strong significant relationship between variables. More so, R^2 was 0.815, indicating that 81.5% of change of strategic plan implementation was described by organisational resources (financial, human, technological and capital resources). The report concludes that the strategic plan implementation at County Administrative Police (APS) was impacted upon by financial allocation. In carrying out official tasks, the Government care assigned to transport officers and the stations had ICT facilities well installed. The government has supplied the policing stations with new police vehicles while the station had educated ICT facilities administrators and supervisors. Clear guidance on the planning, creation and capacity building of AP workers were issued to the police authorities. The respondents indicated that teaching in the county was a normal occurrence to strengthen and create capacity.

Wachira and James (2018) assessed that resource distributions and management and implementation of a project plan. The report shows that allocation of resources through

budgeting was productive and directly influenced the implementation of a project in community programs.

The Odenyo and James' (2018) study explored the effect on the feasibility of women's community initiatives in Vihiga County, Kenya by the mobilization of resources. The research shows a positive impact of adequate financial services, occupational human capital and physical infrastructure on the progress of female group programs in the county. The study concludes that resource mobilization has a significant influence on the survival of projects in the women's sector. The procurement of financial facilities, human capital and physical assets was found to have had significantly affected women's community projects' sustainability. The utilization of other financial instruments, such as other funding channels, promoted the mobilization of capital. The study concludes that sufficient capital mobilization affected implementation of projects and the program viability. However, no clarification was made as to the impact of capital mobilization on building projects in other counties, which was satisfied by this study.

2.3.3 Organizational Culture and Strategic Plans Implementation

The main goal of the study report by Maika and Wachira (2020) was to examine the effect of organisational culture on performance of implementation of the Water Boards plans. In order to analyse data, descriptive data analytical approach was used and presented results in frequency, mean figures, standard deviation and chi-square measurements. Finally, the relevance of the independent variables to the dependent variable was evaluated using a multiple linear regression approach. The findings of the study revealed that 73% of the change in water board plan in Kenya was influenced

by the general culture of organisational. This demonstrates that the implementation of the plan and the organisational culture of waterboards are significantly related.

Abdulrahman (2019) researched the effects of organizational culture typologies on the implementation of innovative methods in the Nigerian Local governments Authorities (LGAs). The findings show that the LGAs organisational cultural combination affected the plan's implementation. The research presents organisational culture as a determinant of success in implementation of plans in Nigerian LGAs.

The research by Ndung'u (2018) focused on the impact of organisational culture on the method for the use in quality management. The thesis was employed a hybrid study design of reviewing and describing informative methods to explain the impact of organizational culture. Spearman's findings were used to determine the interaction between independent variables (leadership, control of staff, corporate bond, strategic emphasis) and contingent variables (motivation for certification, quality awareness and costs). The study found that the elements of organizational culture and the method of application of Quality Management Processes are comparatively and significantly related.

The paper by Genc (2017) explored the relationship between organisational culture and the performance of public sector organizations. It also examines the impact of corporate culture used to optimize effectiveness as. A hybrid approach was applied to research design while multiple regression models were used to analyze survey results. The results revealed a significant positive association between organisational culture implementation and progress in the enterprise. Types of organizational culture have traditionally been positively affected only by institutional culture.

Langereis (2015) carried out studies on how municipalities in the Netherlands are associated with strategy and progress. The findings indicate that organisational culture influence municipal operational performance. In Nairobi County, Waititu (2016) carried out investigations on the relationship between organisational culture and business bank performance. Study findings indicate that commercial banking organizations that have thoroughly invested in; organizational structure which has achieved a high level of strategic implementation and productivity.

Kihara (2016) notes that executing the plan is more complicated and demanding than designing the strategy since it involves concerted feedback and activities from all the business stakeholders. Kihara (2016) reveals that the main obstacles of political implementation and business performance include organisational culture. These concerns include integrating the organizational structure with the corporate strategy. These initiatives would allow companies to achieve success and increase productivity in the implementation of the programme.

The key aim of research by Akinyi (2015) was to assess the influence of organizational culture at Nairobi University. The thesis employing a case study, used qualitative analysis and content analysis approaches to integrate detailed research findings. In order to ascertain its validity, credibility, authenticity and adequacy, the information was analyzed and tested. The findings demonstrated that organisational culture of the influenced the implementation of the programme. Overall research found that the implementation of initiatives by UN Nairobi has been influenced by organisational culture. If embraced, companies will understand and successfully instill in the position of the organizational culture by the findings of this report.

Mbaka and Mugambi (2014) found that organisational culture affects the implementation of policy in the Kenyan water market. The thesis was performed on a desk analysis in which secondary data was analyzed to assess the variables that influence policy implementation. The study was limited to assessing only the operating structure of the Kenyan water market implementation strategy.

2.3.4 Organizational Structure and Strategic Plans Implementation

Onono (2018) study tried to build a relationship between General Electric Africa's organizational structure and performance. This research refined the literature on this relationship so as to better explain it by examining the actual operational institutional dynamics and the resulting impact on performance. In order to evaluate the association between organizing structure and performances, the Pearson correlation was used. The study found that the organisational culture and performance have a strong and positive relationship. In order to determine the relation between dependent and independent variables, the study also regressed. The findings revealed that the organisational culture accounted for 37.1% of the changes in performance results. In conclusion, the findings showed that the organizational structure negatively affected the speed of decision making and affected its consistency of information sharing. The study has been empirically able to conclude that organizationally based learning allows administrators better co-ordinate personnel tasks based on their abilities and desires and builds successful information exchange mechanisms in the enterprise, thereby having a beneficial impact by improving the speed and quality of operating performance and long-term e-learner.

Waiganjo et al. (2017) study explored the effects of the organizational structure on the Kenyan County governments plan. Descriptive and inferential statistics were used to

analyze the collected results. A content analysis was used to analyze qualitative responses. The findings indicate that the organizational structure has a significant influence on the implementation in Kenya of the policy of the County Governments. The county governments will need to develop an operational structure that promotes the delivery of the strategy and ensures that inter-department-based linkages and communication flows are overall consistency.

Research carried out by Estalaki (2017) explored the relationship among the organizational structure and productivity of workforce employees in Kerman and Hormozgan provincial industrial units. Using correlation coefficient and linear regression, the collected data was analyzed. The results showed a significant relationship between efficiency and organizational structure, including complexity, formality and concentration, in industrial units.

The objective of the study by Anderson and Zbirenko (2014) was to explore the relation between organizational structure and organizational performance. Data were qualitatively analyzed with structure findings showing organizational structure impacting on productivity. The study showed that there was a lack of coordination between senior management and management during execution of policy. In addition there was; poor financial consensus, a lack of consistent individual roles, a lack of involvement in the organization's action plan, a lack of employee commitment, insufficient workforce staffing, and poor communication during the exercise of the plan implementation. The analysis found that employees did not understand what was being done. However, the organizational structure had an impact on the execution of Government plan and also reform had an effect on the implementation.

The study of the problems of plan implementation in the County Government of Nairobi was conducted by Obiga (2014). On the basis of the report's findings, the organizational structure had a substantial effect on the plan implementation. The study concluded that the organizational structure has an effect on the implementation of the plan. This constraint by organisation's; bottlenecks, segregated professional positions, number of reporting lines, complexity in execution, flat structure type, alignment of reporting lines and staff placements. The research by Opano et al. (2015) identified organizational structure as the key determinants of strategic plans implementation in Kissi County.

2.4 Conceptual Framework

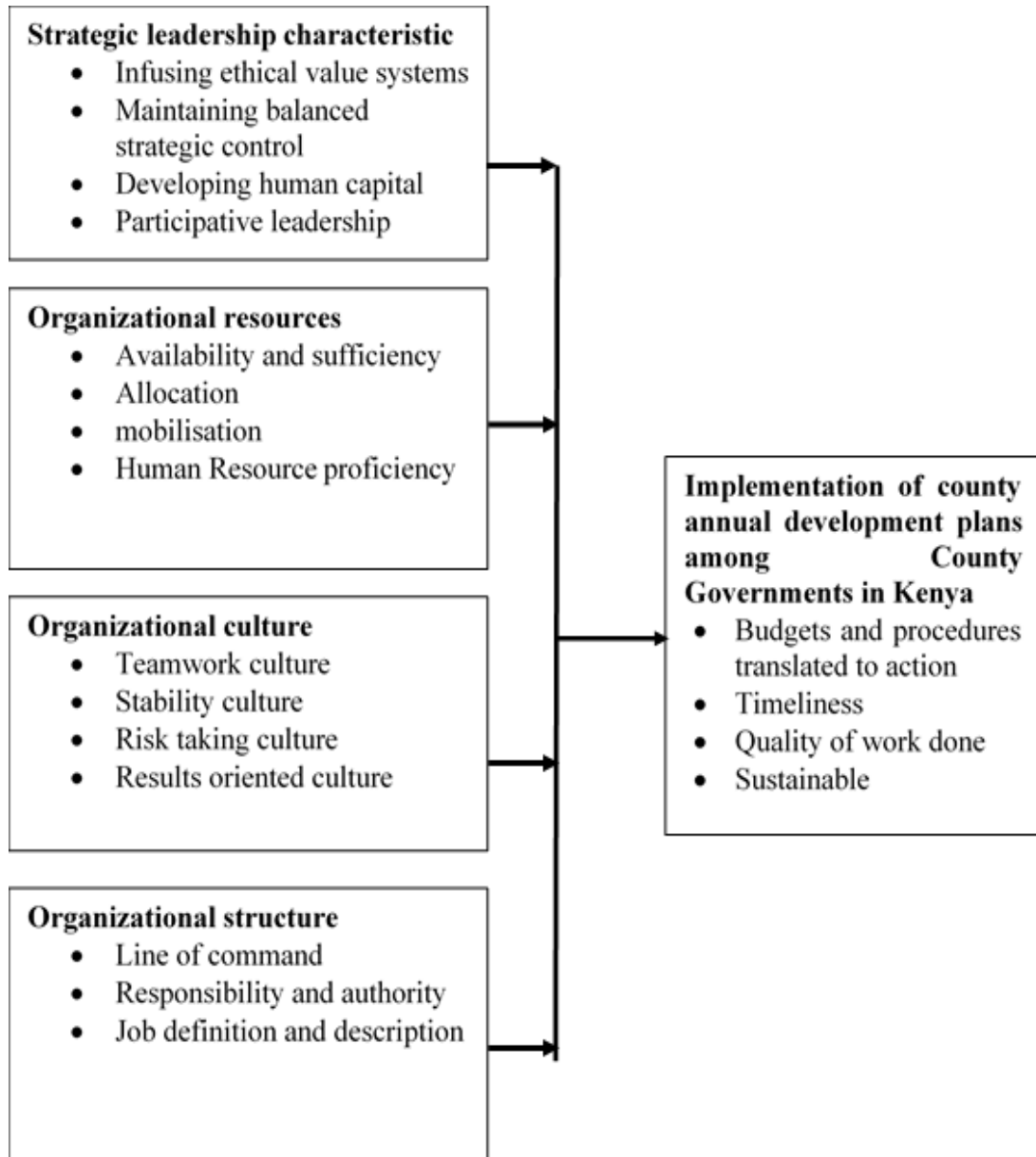
The conceptual frame work outlines the dependent and independent variables as informed by theories in the literature review. It helps in understanding the relationship between the variables of the study. In this study it is shown in elaborated in the Figure 2.2., whereby it describes how implementation of county annual development plans Kenyan County as the dependent variable (DV) is influenced by strategic determinants; strategic leadership characteristics, organizational resources, organizational culture, organizational structure. The strategic determinants are the independent variables (IVs).

Figure 2.2

Conceptual Framework

Independent Variables

Dependent variable



Source: Research (2020) Adopt from Abass et al (2017) and Mireria and Oringo (2019)

The study proposed that the implementation of county annual development plans among County Governments in Kenya is indicated by; budgets and procedures translated to action, timeliness of the project, quality of work done and sustainability

of the county projects. Thus, the implementation of county annual development plan successful when the project spent money not exceeding budgets and it is completed within the specified time while there is quality work done and the project is sustainable.

The study suggested that strategic leadership characteristic affects implementation of county annual development plans among County Governments in Kenya while measured using infusing ethical value systems, maintaining balanced strategic control, developing human capital and participative leadership

it was also proposed that organizational resources affect implementation of county annual development plans among County Governments in Kenya. The indicators of organizational resources are; availability and sufficiency of resources, allocation of resources, mobilisation of resource and human resource proficiency

Also, organizational culture was proposed as affecting implementation of county annual development plans among County Governments in Kenya through; teamwork culture, stability culture, risk taking culture, results oriented culture

Mores so, organizational structure was shown as affecting implementation of county annual development plans among County Governments in Kenya through, line of command, responsibility and authority as well as job definition and description

2.5 Operationalisation

In the operationalization, the independent variable includes; strategic leadership characteristics, organizational resources, organizational culture, organizational structure while DV is the implementation of county annual development plans Kenyan County. their relationship are shown in figure 2.3.

Figure 2.3

Operationalisation of Variables

Variable	Orientation	Objectives	Indicators	Scale of Measurement	Tool of Analysis
Implementation of county annual development plans among County Governments in Kenya	Dependent Variable (DV)	To establish the level of Implementation of county annual development plans among County Governments in Kenya	<ul style="list-style-type: none"> - Budgets and procedures translated to action - Timeliness - Quality of work done - Sustainable 	Ordinal using 5-point Likert Scale	Descriptive Ordinal Logistic Regression Analysis
Strategic leadership characteristic	Independent Variable (IV)	To establish the effect of Strategic leadership characteristics on implementation of county annual development plans among County Governments in Kenya	<ul style="list-style-type: none"> - Infusing ethical value systems - Maintaining balanced strategic control - Developing human capital - Participative leadership 	Ordinal using 5-point Likert Scale	Descriptive Ordinal Logistic Regression Analysis
Organizational resources	IV	To establish the effect of organizational resources on implementation of county annual development plans among County Governments in Kenya.	<ul style="list-style-type: none"> - Availability and sufficiency - Allocation of resources - Mobilization of allocated resources - Human Resource proficiency 	Ordinal using 5-point Likert Scale	Descriptive Ordinal Logistic Regression Analysis
Organizational culture	IV	To establish the effect of organizational culture on implementation of county annual development plans among County Governments in Kenya.	<ul style="list-style-type: none"> - Teamwork Culture - Stability Culture - Risk Taking Culture - Results Oriented Culture of clear goals, 	Ordinal using 5-point Likert Scale	Descriptive Ordinal Logistic Regression Analysis
Organizational culture	IV	To establish the effect of organizational structure on implementation of county annual development plans among County Governments in Kenya	<ul style="list-style-type: none"> - Line of command - Responsibility and authority - Job definition and description 	Ordinal using 5-point Likert Scale	Descriptive Ordinal Logistic Regression Analysis

Source: Researcher (2020)

The operational framework describes how variables of the study were operationalized. In this study operational framework, the research captures the variables, their orientation as well objectives guiding analysis of these variables. Thereafter it shows the indicators used when measuring these variables and the scales of measurement used when analysing the variables in addition to the tool used when analysing the variables.

2.10 Knowledge Gaps

Prior studies have explored the impact of essential variables related to the application of strategic determinants and implementation of plans. Many of the research papers centered on strategic plans in organizations other than counties. Strategic determinants were found to be among key considerations impacting the implementation. However, academicians and researcher left a void to pursue. Most of the findings available show that leadership characteristics, organisational resources, organisation culture and organisational structure as they relate to strategy implementation have significant connection plan implementation. Despite this very few analyses have been performed in this field with respect to county governments. Furthermore, the reviewed studies identified a research gap where studies should be carried out on the same factors on other public institutions such as counties s and therefore the need for this study. The review found weakness in the execution of the County Governments' plans. In research conducted in the field of the implementation of strategic plans, there was found to be restricted research on strategic determinants driving implementation of strategic plans among County governments in Kenya (Obiga, 2014) recommends. Based on the value of strategic plans being adopted by County governments in Kenya, the study attempted to plug this loophole by searching for answer on the query: “to what extent do strategic determinants influence implementation of annual county strategic plans by County Governments in Kenya?”

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The thesis performed the methodological analysis which was presented in this chapter. The chapter contains, design adopted for data gathering and analysis, populations (target and sample) as well as sampling techniques, procedures and sources of data collection, the validity and reliability of the tool used in thesis for gathering data, as well as analysis of data, interpretation of results and presentation of information. The chapter closes with research ethical considerations.

3.2 Research Design

Descriptive survey design was employed when examining how strategic determinants affect the implementation of CAPD among County governments in Kenya (Kothari, 2012). The goal of the descriptive survey is to observe, explain and record facets of a scenario, which was required in the present study. The fact that it does not affect participants as people but offers details on population variables has made it the preferred design by researchers. Descriptive survey is a data collection method that addresses questions about current status of the subject.

3.3 Target Population

Target population means all participants or anticipated category of persons, activities or artefacts about which a researcher aims to produce results (Saunders et al., 2018). For the researcher, the target population should be defined as a possible factor which includes population groups. The target population of this study was 531 respondents from the four selected County Governments: Nairobi, Kiambu, Kajiado and Machakos. The researcher chose County Governments in this region due to the fact that they are counties facing a myriad of different challenges in their endeavour to

implement their strategies and need to obtain access to the required information in the face of constraint time and funding. Notably, these counties have characteristics similar to those of other counties in the country. All the counties in the country have been created by the same constitution, have similar structures, and get their main funding from the similar sources. The study selected Nairobi County to represent urban counties while Kiambu was to represent peri urban counties. Kajiado county was chosen to represent rural poor counties and Machakos county was chosen for other rural counties. The choice of these counties was informed by the desire to having homogeneity of difference in various counties. Therefore, the choice of these County Governments was a suitable representation of counties at national level. Specifically, the target population included the 531 officers who include; Executive officers, Members of County Assemblies (MCAs), Sub-County Administrators, and Ward Administrators as captured in Table 3.1. The preference of those officials relies on the fact that they are officers who share actively in the drafting and execution in these county governments of the annual county development plans.

Table 3.1

Analysis by Target Population

Population Size	Nairobi	Kiambu	Machakos	Kajiado	Total
Executive Sub County	10	10	10	10	40
Administrator	17	7	8	5	37
MCAs	123	48	57	41	269
Ward Administrators	85	35	40	25	185
Total	235	100	115	81	531

Source: Council of Governors (2020)

3.4 Sample Size and Sampling Procedure

The sample size for each category was performed using the proportionate stratified random sample design. This research employed the proportionate stratified approach

because of the reality that there are several layers of management used as strata. According to Kothari, stratified (2012) samples are required to produce a representative sample by groups of people in heterogeneous groups. First the study established a total sample size of 228 respondents from the target population; determined based on the formula by Yamane (1967);

$$n = \frac{N}{1+N(e^2)}$$

Where n is the sample size, N is the target population size and e is the level of precision (specifically $\pm 5\%$ precision at 95% confidence level).

$$\text{In this thesis; } n = \frac{531}{1+531 \cdot (0.05)^2} = \frac{531}{1+531 \cdot (0.025)} = \frac{531}{1+1.375} = \frac{531}{2.375} = 228.142 \approx 229$$

So, the study will use 229 elements as its sample size.

Then to determine the sample size per stratum the study used proportionate stratified as presented in table 3.2.

Table 3.2

Analysis by Sample Size

Population Size	Nairobi	Kiambu	Machakos	Kajiado	Total
Executive Sub County	4	4	4	4	17
Administrator	7	3	3	2	16
MCAs	53	21	25	18	116
Ward Administrators	37	15	17	11	80
Total	101	43	50	35	229

Source: Researcher Own computation (2020)

The respondents for each stratum were selected using random sampling.

3.6 Data collection Instruments and Procedure

3.6.1 Data Collection Instruments

The thesis relied on original (primary) data collected from primary source. For the collection of data from primary sources, responses were obtained using the

standardized questionnaire as seen in Appendix II. These data were obtained using self-administered closed questionnaires. Closed questions are chosen because they are easier to evaluate and they can be used directly. In terms of time and resources they are also inexpensive. A questionnaire was ideal for this analysis as they are widely used to collect essential demographic information and the basic purpose of the study is answered by each item in a questionnaire (Mugenda & Mugenda, 2008). The data was measured on a 5-point Likert Scale (1-5) which was then transformed into quantitative data. Thus, the responses from the questionnaire were quantified. The benefit of the quantitative approach is that a vast number of respondents give answers to the same questions and to specific choices. The data obtained were evaluated which allowed the study to perform relevant analysis of the variables.

3.6.2 Data Collection Procedure

The study first sought authority to collect data from Kenya Methodist University. Then a permit was obtained from National Commission for Science, Technology & Innovation (NACOSTI). The tool was then pre-tested for validity and reliability before conducting the real data collection. The researcher then consulted the Chief Executive Officer (CEOs) in these counties to gain approval for collecting data from their officers. Following consent, the researcher and the CEOs negotiated when the data collection would take place and the way that data was to be collected. After everything was agreed upon, the active data collection commenced. The research administered the questionnaire to the participants who started filling it to be collected at a later date. This study sought for primary data, which was sourced from primary sources using structured questionnaire; administered to the respondents using drop and pick approach. Whenever there were issues, the researchers addressed such issues and this allowed the respondents to complete the questionnaire effectively. In adhere to Covid-

19 restrictions and importantly avoid contacts the study most of the times employed online questionnaire administration in addition to telephone communications

3.7 Pre-testing

In advance of collection of data (before administration), the tool (questionnaire) was tested for validity and reliability. The data for pretesting was collected data from 23 heads of projects in Narok County; a neighboring county to Kiambu and Kajiado counties. This test was used to guarantee the study tool's authenticity and relevance. Such analyses assist; define possible issues, explain the tool and, establish the suitability of the tool during the primary research. Thus, the study evaluated the significance of the research objectives by checking the comprehensibility of the research instruments. It also provided the researcher with an understanding of the time it would take to finish responding to the tool.

3.7.1 Validity

Validity is the extent to which a method or system defines what it is meant to measure (Creswell, 2014). There are essentially three kinds of validity: content, criterion and construct validity. Content validity refers to the exact testing of different areas of the instrument by checking its contents and establishing validity in measuring the various items. This thesis adopted content analysis to test the questionnaire for its validity. In order to determine it, the researcher engaged experts in strategic management who validated the themes in the tool. These experts were the supervisor and a specialist in strategic management. The questionnaire was sent to the supervisor for analysis to validate the authenticity of the content while specialist in strategic management established whether the tool was measuring what it was intended to measure. The experts submitted their recommendations which were acted upon accordingly bt review the tool..

3.7.2 Reliability

Reliability means the consistency of the survey tool in measuring certain characteristics accurately across different times. Saunders et al. (2018) claim that a reliability test for research tools accomplishes the predicted reliability and consistency of the tool in yielding same results every time it is used. Kothari (2004) states that the degree of internal accuracy (internal consistency) or the stability of the instruments refers to the reliability of that tool. The method of Cronbach alpha, which is a commonly used approach to reveal the internal consistency of a tool, was employed in this thesis. This workout yields a Cronbach alpha coefficient (with a value between 0 and 1). The threshold value of Cronbach's alpha coefficient in social science study is 0.70; where when the values are 0.7 and above, the tool's reliability is high otherwise it is low. High reliability means that the tool has high internal consistency otherwise there is insignificant internal consistency. When there is insignificant internal consistency, the tool should be reviewed; through editing and deletions, until it is consistent.

3.8 Data Analysis

Saunders et al. (2018) report that data analysis is a way to minimise and organize data to generate conclusions through interpretations. The answers on a questionnaire should be converted into a form which can be exploited to generate statistics. This ensures that the entire data is coded, modified, entered and analysed appropriately. Therefore, the fundamental data gathered was coded, classified and measured using the statistical package for Social Sciences (SPSS). The key drawback of SPSS is that it cannot be

used to evaluate a very large data set and the chart functions are not as easy to use. This was overcome by using MS-excel 2016.

Using quantitative analysis method, the data was analysed to give descriptive statistics and inferential statistics. The descriptive statistics, in particular, included frequencies and percentages, in particular inferential statistics include the correlational and ordinal logistics regression statistics. The effect of independent variables on the dependent variable was checked through an ordinal logistical regression. The research chose ordinal logistical regression because the data collected was ordinal; measured on a 5-point scale choice.

The main equation was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots \dots \dots (i)$$

In which case;

Y = implementation of county annual development plans among County Governments in Kenya

X₁ = strategic leadership characteristic

X₂ = organizational resources

X₃ = organizational culture

X₄ = organizational structure

β₀ is a constant. This is the value of Y when each of β₁, β₂, β₃, and β₄ is 0.

β₁, β₂, β₃, and β₄ are the regression coefficients representing the change induced by X₁, X₂, X₃ and X₄

e = error term

3.9 Ethical Issues

Ethics in research includes the suitability of the researcher's actions in relation to respondents' rights. Ethics is a collective activity conditioned by values of community and society (Saunders et al., 2018). Confidentiality was the primary ethical concern of this study. The interviewees were ensured of confidential handling of data gathered. The respondents were informed that the gathered data were only for academic study. At the same time an informed consent, to respect the secrecy and privacy of participants, was requested from the respondents. The researcher also called for the voluntary inclusion of participants in the study and for independence and impartiality of the researcher.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

In essence, this chapter includes the findings assembled from the data that was analysed as well as the presentations and explanation of the results. The findings were presented in form of tables and figures to help achieve actual interpretation. This chapter discusses the response and the demographics of the participants, descriptive analysis focused on study priorities and inferential analysis. In order to evaluate quantitative data and assess the study objective, descriptive and ordinal logistics regression statistics were used. Discussions of the study outcomes were also made based on the research priorities and on literature previously discussed. So, this chapter showcases the results that were found during the analysis on the extent in which employment of strategic determinants influence implementation of county annual development plans Kenya.

4.2 Response Rate

A total of 229 questionnaires were distributed to selected County Governments in Kenya including; Nairobi, Kiambu, Kajiado and Machakos out of which 187(81.66%) respondents returned the questionnaires completely filled as shown in the statistics captured in Table 4.1

Table 4.1

Response Rate

Sample Population	N	Percent
Responded	187	81.66%
No Response	42	18.34%
Sample Size	229	100.00%

Source: Research data (2020)

The response being 81.66% was very good since it was above 69% (Mugenda & Mugenda, 2008). Mugenda and Mugenda (2003) classify any response rate above 69%

as high enough to produce accurate and credible results from the data analysis. Based on this assertion, the present study then concludes that the response rate was; high and would produce good, accurate and credible results.

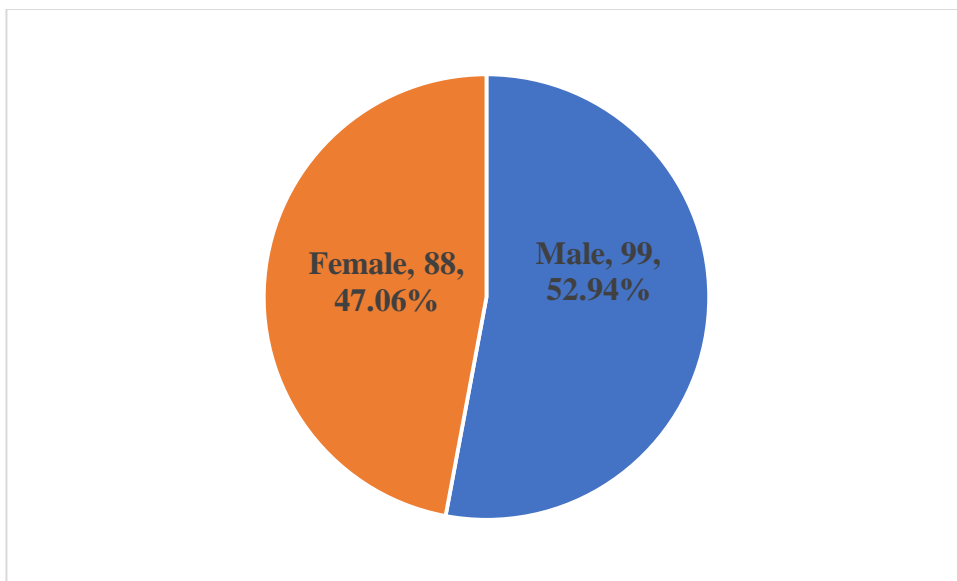
4.3 Respondents' Socio-Demographic Information

The demographic variables under the study were gender, work duration, age bracket, education level and terms of service. These were analysed in this section

Among the factors, gender of respondents was particularly crucial in this study as it helps us understand how job distribution is balanced between the genders.

Figure 4.1

Analysis by Gender of respondents



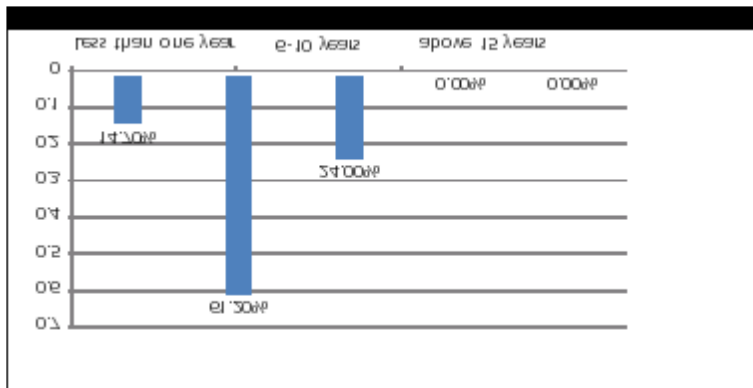
Source: Research Data (2020)

This analysis showed that a majority of 99(52.94%)I those surveyed were male with and female being 88(47.06%.) This dispersion is not wide hence the Kenya county governments and the general public should maintain the same spirit to ensure that job opportunities is for all gender. However, the female gender should also build their literacy and competency level through pursuing higher education to increase their competitiveness to reach the fifty, fifty division of available job opportunities.

More information was on the duration in which respondents had worked in the County Governments. As shown in figure 4.2.

Figure 4.2

Period Worked in the County Governments

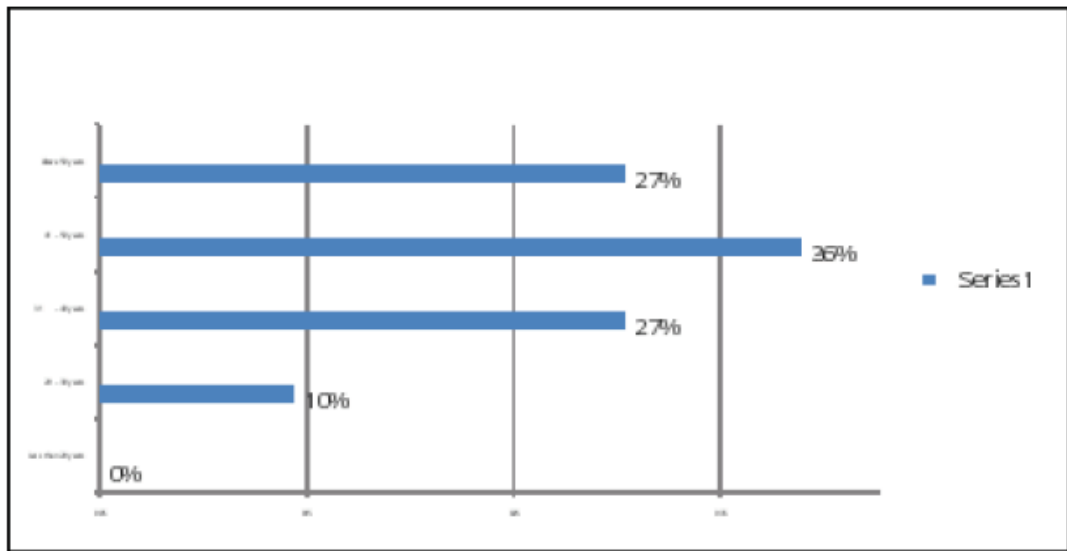


Source: Research Data (2020)

As indicated in the figure 4.2 above, a majority of 61.2% of the respondents had worked with their counties for between one (1) and five (5) years while 24% of the respondents had worked with their counties for between six and ten (10) years and 14.7% had worked with their counties for less than a year. This is to say that the respondents had worked with county government for considerable period of between 1 and 5 years considering that the devolved system has been in place for just ten years. Further, the thesis information on respondents' age and were therefore requested to indicate their age brackets and the Figure 4.3 captures the results.

Figure 4.3

Analysis by Age Brackets



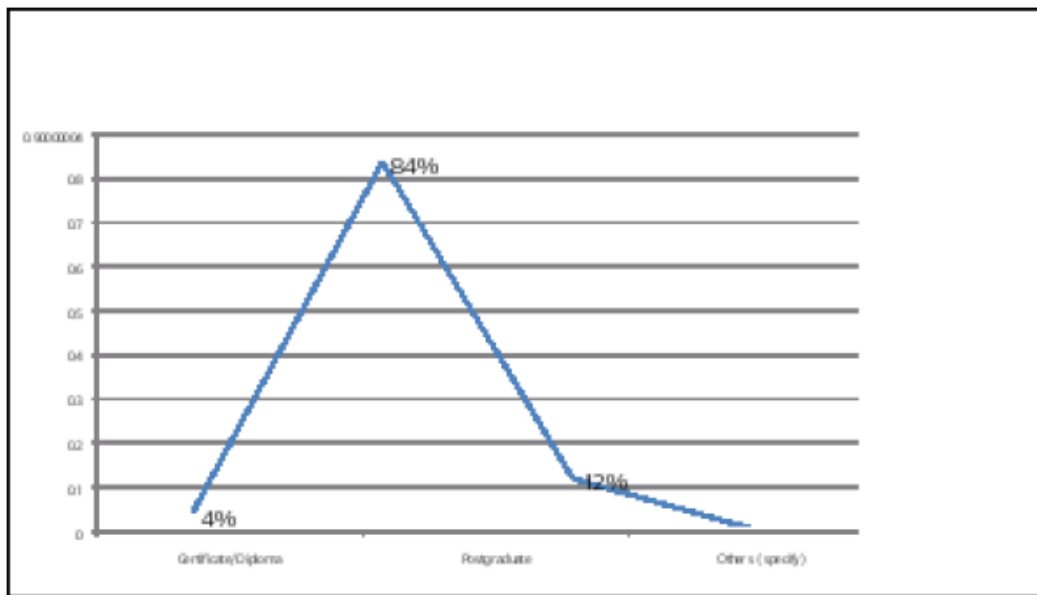
Source: Research data (2020)

As indicated in the figure 4.3 above, most of the respondents, who formed 36% of the total response showed that they were aged between 41 and 50 while 27% showed that they above 50 years old and another 27% showed that they were aged between 31 and 40 years. In these results, 10% indicated that they were aged between 20-30 years.

The respondents were asked to indicate the highest level of education they had attained.

Figure 4.4

Analysis by educational Levels



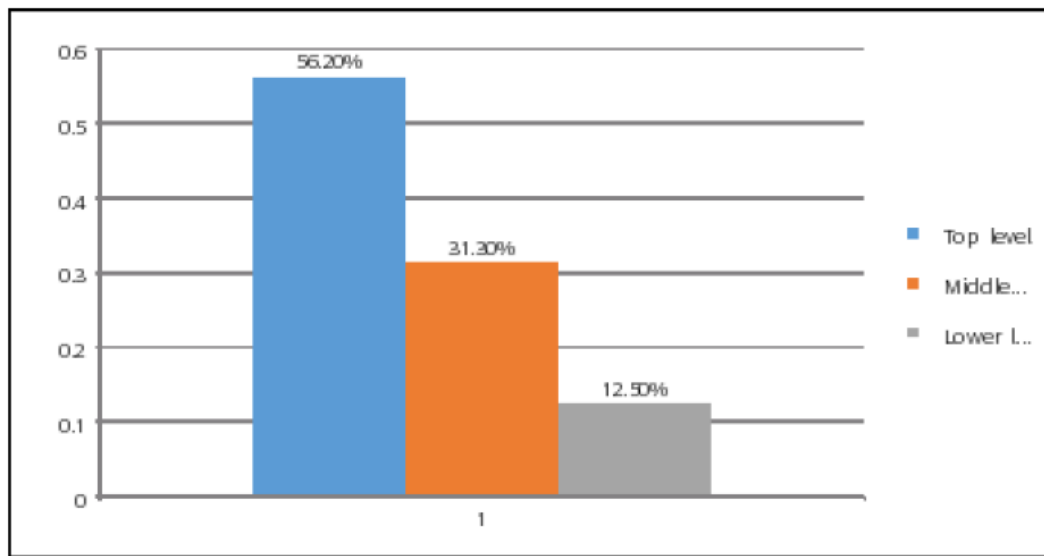
Source: Research data (2020)

On analysing the data, it was exposed that the majority respondents, who were 84% of the total response, had attained education up to bachelor degree level, 12% had postgraduate level, 4% had certificate/diploma qualification levels and no respondent had any other education level as the upper most attained education level.

In the study the participants indicate their position at work place as shown in figure 4.5.

Figure 4.5

Analysis by Position at Work Place



Source: Research data (2020)

The analysis shows that most of the participants, (56.2%), were the top management level, while 31.3% were in middle level management and 12.5% were at lower level of management

4.4 Descriptive Analysis

The data obtained by means of a structured questionnaire were analysed on the basis of the research objectives to generate descriptive statistics that explained the properties of the research variables and how the independent variables (IVs) were linked to the dependent variable (DV).

4.4.1 Implementation of Development Plans in County Governments

The study analyzed the DV, implementation of development plans among Kenyan County Governments, in search of establishing the level development plan implementation these counties, to obtain Table 4.2 results.

Table 4.2***Implementation of development plans***

Implementation of County Development Plan	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
Budgets and procedures translated to action	19	10.16%	24	12.83%	106	56.68%	38	20.32%	0	0.00%
Timeliness	0	0.00%	31	16.58%	80	42.78%	76	40.64%	0	0.00%
Quality of work done	0	0.00%	46	24.60%	102	54.55%	39	20.86%	0	0.00%
Sustainability	11	5.88%	27	14.44%	96	51.34%	53	28.34%	0	0.00%

Source: Research data (2020)

In essence, the analysis show majority of participants, forming 106(56.68%) of the response were neutral on the assertion that budgets and procedures translated were immediately to action as 38 (20.32%) agreed to that, 24(12.83%) disagreed to the assertion and 19(10.16%) strongly disagreed with the claim. While most of the respondents, 80(42.78%), showed neutrality on the assertion that implementation of CADP was timely, 76(40.64%) agreed to it and 31(16.58%) disagreed to this assertion. As a majority of 102(54.55%) of the respondents showed they were neutral on the assertion that the work done on CADP was of high quality in terms of the projects implemented, 46(24.60%) disagreed and 39(20.86%) agreed. According to these results, majority of 96(51.34%) of the respondents were neutral on the assertion that CADP was sustainable, 53(28.34%) agreed while 27(14.44%) disagreed and 11(5.88%) strongly disagreed to the assertion.

These results indicate that the effectiveness of county development plan implementation was moderate; where the budgets and procedures were sometimes translated immediately to action and other times they were. The execution of the yearly county improvement plan was not always timely, while the standard of the work

carried out on the projects adopted was moderate and the CADP for sustainability was moderate.

4.4.2 Strategic Leadership Characteristics

Guided by objective 1, the study assessed the effects of strategic leadership characteristics on implementation of CADP among Kenyan county governments to acquire Table 4.3 results.

Table 4.3

Analysis by effects of Strategic leadership characteristics

Strategic leadership characteristics	Not at All		Low		Moderate		High		Very High	
	N	%	N	%	N	%	N	%	N	%
Infusing ethical value systems	35	18.72%	52	27.81%	18	9.63%	13	6.95%	69	36.90%
Maintaining balanced strategic control	19	10.16%	31	16.58%	55	29.41%	52	27.81%	30	16.04%
Developing human capital	35	18.72%	0	0.00%	28	14.97%	65	34.76%	59	31.55%
Participative leadership	35	18.72%	15	8.02%	37	19.79%	59	31.55%	41	21.93%

Source: Research data (2020)

The results in table 4.3 showed most of the respondents, forming 69(36.90%), indicating that infusing ethical value systems very highly affected implementation of CADP among the Kenyan Counties, 52(27.81%), while showed that it lowly affected implementation of CADP among these Counties, and 35(18.72%) showed it did not affect implementation of CADP among the Counties at all as 18(9.63%) showed that it moderately affected implementation of CADP among counties and 13(6.95%) indicated that it highly affected implementation of CADP among Kenya Counties.

While most respondents, 55(29.41%) indicated that maintaining balanced strategic control moderately affected implementation of CADP among Kenya Counties, 52(27.81%) showed that it highly affected implementation of CADP among Counties

as 30(16.04%) showed that it very highly affected implementation of CADP among Counties, 19(10.16%) showed it did not affect implementation of CADP among Counties at all and 31(16.58%) showed that it lowly affected implementation of CADP among Kenya Counties.

As 65(34.76%) showed that developing human capital highly indicated highly affected implementation of CADP among Counties, 59(31.55%) showed that developing human capital very highly affected implementation of CADP among Counties while 35(18.72%) indicated it did not affect implementation of CADP among Kenya Counties at all and 28(14.97%) showed it moderately affected implementation of CADP among Counties.

The results show that most of the participants, who formed 59(31.55%), indicated that participative leadership highly affected implementation of CADP among Kenyan Counties as 41(21.93%) indicated that it very highly affected implementation of CADP among Counties, while 37(19.79%) showed it moderately affected implementation of CADP among Counties, 35(18.72%) showed that it did not affect implementation of CADP among Counties at all and 15(8.02%) showed that it lowly affected implementation of CADP among Counties,

According to these results, strategic leadership characteristics highly affects the implementation of CADP among County Governments in Kenya which agrees to the conclusions in the study by Nyong'a and Maina (2019). Conclusions in the research by Nyong'a and Maina (2019) show that strategic leadership is linked to the execution of the plan in a significant and positive way. Earlier in Kolil et al. (2019) research revealed that leadership contributes 35.4% of implementation of plan and, therefore, the willingness of county officials to enhance service quality needs to be strengthened. The appointment process of leaders in county governments should be improved to lead

the best leaders for service delivery initiative since strategic leadership is has a positive significant effect on the implementation of the plan

Incorporating ethical value structures significantly impact implementation of CADDP among county governments in Kenya and preserving equilibrium in strategic control moderately impacts implementation of the CADDP among counties in Kenya; while maintaining a structured strategic control relate to CADDP implementation. These results support the study by Nyong'a and Maina (2019) which indicates that strategic leadership characteristics should be considered to provide encouragement, commitment, encouragement and deployment of a team to carry out their tasks intended to achieve the required strategic and organizational goals. In addition, Omoro (2016) described strategic leadership characteristics as playing a central role in successful plan execution. In this case its strategic leadership responsibilities include regulation of ethical compliance, short-term priorities and plans growth, engagement strategy and equilibrated organisational reviews.

The research shows that creation of the CADDP among Kenya's county has been highly influenced by human resources while Nyong'a and Maina's study (2019) shows the incentive structures of employees lead to adequate strategy strategic leadership in. That report suggests that the KRA boost its workforce capability and morale, which in turn leads better execution of strategies. Specifically, , as evidenced by this report, Kitonga (2017) had earlier identified positive linkages between strategic direction, human resource growth, ethical practices, strategic control and organizational efficiency. Therefore, management should encourage employees to participate fully in decision-making during the policy analysis and development so as to increase their participation and overall ownership during the implementation of the strategic plans. In specific,

Mwai et al. (2018) found that workers empowerment had a substantial impact on workflow results, even though it was adverse.

Therefore, the deductions of the present study are in tandem with the outcomes of the study carried out by Mubarak and Yusoff (2019) in which the leadership characteristics should be closely supervised during the implementation of strategic decisions. Strategic executives should also consider workers and effectively employing multiple core competences as vital asset for producing sustainable benefit. However, the accountability viewpoint by Mubarak and Yusoff (2019) showed shortcomings and reinforced quality growth and transformation measures.

It has been established that participatory leadership and strategic leadership highly impacted CADP implementation among county administrations in Kenya. This was a conformation to the findings in the research by Nyong'a and Maina (2019) which revealed positive significant effects of participatory leadership, as strategic leadership characteristics, on the CADP implementation among county administrations in Kenya. In the research by Lumbasi et al (2016) and the findings in the analysis by Nyong'a, and Maina (2018) it was especially agreed that strategic leadership characteristics has impact on implementation of plans. The results of Lumbasi et al (2016) analysis found that the use of a participatory leadership model had a positive influence on employee success. That data analysis revealed a clear positive interaction between the participatory leadership and employee performance; where, participatory leadership influences the productivity of workers.

4.4.3 Organizational Resources and on Implementation of Plans

Directed by objective 2, the study sought to establish the effects of organizational resources on implementation of CADP among Kenya counties to reveal Table 4.4 results.

Table 4.4*Analysis by of effects of organizational resources*

Organizational resources	Not at All		Low		Moderate		High		Very High	
	N	%	N	%	N	%	N	%	N	%
Availability and sufficiency	16	8.56%	0	0.00%	0	0.00%	171	91.44%	0	0.00%
Allocation	69	36.90%	0	0.00%	0	0.00%	17	9.09%	101	54.01%
Mobilisation	0	0.00%	70	37.43%	15	8.02%	102	54.55%	0	0.00%
Human Resource proficiency	13	6.95%	16	8.56%	33	17.65%	125	66.84%	0	0.00%

Source: Research data (2020)

As of the results in table 4.4, show that a majority of 171(91.44%) of the respondents indicated that availability and sufficiency highly affected on Implementation of the CADP among Kenyan county governments, they show that 16(8.56%) indicated that it did not affect implementation of CADP among county governments in Kenya at all. As a majority of 101(54.01%) indicated relevant resource allocation effectively very highly affected on Implementation of the CADP among Kenyan county governments, 69(36.90%) indicated that it did not affect Implementation of the CADP among Kenyan county governments at all and 17(9.09%) indicated it highly affected on Implementation of the CADP among Kenyan county governments

While a majority of 102(54.55%) indicated that mobilization of allocated resources highly affected on Implementation of the CADP among Kenyan county governments, 70(37.43%) indicated that it lowly affected on Implementation of the CADP among Kenyan county governments and 15(8.02%) showed that it moderately it affected on Implementation of the CADP among Kenyan county governments. The results show that a majority of 125(66.84%) showed that human resource proficiency in utilizing resources highly affected on Implementation of the CADP among Kenyan county governments, 33(17.65%) indicated it moderately affected on Implementation of the CADP among Kenyan county governments as 16(8.56%) showed that it lowly affected

on Implementation of the CADP among Kenyan county governments and 13(6.95%) indicated that it did not affect Implementation of the CADP among Kenyan county governments at all.

The study established that organizational resources highly affected Implementation of the CADP among Kenyan county governments to support the findings in the study by Maina and Njagi (2019) that resources (such as human, financial and IT) had a positive statistically significant effect on the implementation of strategic plans.

While availability and sufficiency were highly affecting on Implementation of the CADP among Kenyan county governments, the research by Odenyo and James (2018) demonstrated a positive impact on the implementation of the county's women's communities' programs. According to Odenyo and James (2018), this was enhanced by; creating a sufficiency of financial resources, having skilled personnel and providing physical facilities. Thus, procurement of resources significantly influenced the feasibility and implementation of female group projects.

In these results, relevant resource allocation effectively was found to have very highly affected on Implementation of the CADP among Kenyan county governments to energize the analysis of Mwai et al. (2018) which finds funds allocated for various strategic programs and operations influenced the efficiency of the plan implementation process. The county could then set an organizational ranking metric to allow resource allocation based on the efficacy of its respective tasks and strategies. Wachira and James (2018) observed that the distribution of resources through efficient budgeting implied effective management and implementation of the organization plans. The report indicates that allocation of resources through budgeting productive directly influences the implementation of a project in community programs. Plan success would be accelerated early allocation of resources.

In this study mobilization of allocated resources was also found to have highly affected Implementation of the CADP among Kenyan county governments. This informs the study by Densford et al. (2018) that there is a major influence of the mobilization of project capital on the implementation of road infrastructure projects performed by local authorities. This where; economic, physical and technological resources have been described by previous studies as having a direct impact on the implementation of road infrastructure projects. Odenyo and James (2018) analysed the impacts of mobilized resources on the sustainability of women's programs in the community in Vihiga County Kenya to note that mobilizing resources has a strong influence on the implementation and survival of women's development initiatives. The mobilization of money was promoted by utilization of diverse methods for gathering financial resources included the collection of funds and alternative funding sources. These findings provide sufficient information about the impact on program viability of resource mobilization.

Human resource proficiency in utilizing resources highly affected on Implementation of the CADP among Kenyan county governments to agree with the research by Kitonga (2017) which identified positive associations between human resource management and implementation of plans. According to Maika and Wachira (2020) providing space for innovation and ensure obedience to regulations while yielding outcomes and often reducing employee decision-making ability and allows employees to be imaginative and innovative.

As this study found that organisational resources effect on Implementation of the CADP among Kenyan county governments, another research by Opano et al. (2015) described engagement of stakeholders and financial capital in the strategy implementation as core determinants in implementation of County government plans.

Opano et al. (2015) proposed that the Kenya county governments should improve the strategic planning and execution practices.

4.4.4 Organizational Culture and Implementation of Plans

The study assessed the third objective; to establish the effects of organizational culture on Implementation of the CADP among Kenyan county governments to yield Table results.

Table 4.5

Analysis by organizational culture and implementation

Organizational culture	Not at All		Low		Moderate		High		Very High	
	N	%	N	%	N	%	N	%	N	%
Teamwork culture	0	0.00%	17	9.09%	19	10.16%	101	54.01%	50	26.74%
Stability culture	9	4.81%	13	6.95%	50	26.74%	65	34.76%	50	26.74%
Risk taking culture	0	0.00%	31	16.58%	38	20.32%	81	43.32%	37	19.79%
Results oriented culture	38	19.29%	19	9.64%	52	26.40%	56	28.43%	32	16.24%

Source: Research data (2020)

The results in table 4.5 show a majority of 101(54.01%) of the respondents indicating that team work culture highly affected Implementation of the CADP among Kenyan county governments as 50(26.74% showed that it very highly Implementation of the CADP among Kenyan county governments. As 17(9.09%) indicated that teamwork culture lowly affected Implementation of the CADP among Kenyan county governments, 19(10.16%) showed that it moderately affected Implementation of the CADP among Kenyan county governments.

As 65(34.76%) showed that stability culture of having rules, autonomy, consistency and predictability highly affected Implementation of the CADP among Kenyan county

governments, 50(26.74%) showed that it very highly affected Implementation of the CADP among Kenyan county governments and another 50(26.74%) showed that it moderately affected Implementation of the CADP among Kenyan county governments. From the results, 13(6.95%) showed that stability culture of having rules, autonomy, consistency and predictability lowly affected Implementation of the CADP among Kenyan county governments while 9(4.81%) showed that it did not affect Implementation of the CADP among Kenyan county governments at all.

The results show most of the respondents, who form 81(43.32%) of the response, indicating that culture of risk-taking highly affected Implementation of the CADP among Kenyan county governments as 38(20.32%) showed that it moderately affected Implementation of the CADP among Kenyan county governments and 37(19.79%) indicated that it very highly affected Implementation of the CADP among Kenyan county governments. The results 31(16.58%) indicating that risk taking culture lowly affected Implementation of the CADP among Kenyan county governments

Further results show most respondents, who formed 56(28.43%), indicating that oriented culture of clear goals, targets, evaluation, monitoring highly affected Implementation of the CADP among Kenyan county governments, as 52(26.40%) showed that it moderately affected Implementation of the CADP among Kenyan county governments while 32(16.24%) indicated that it very highly affected implementation of the CADP among Kenyan county governments. 38(19.29%) indicated that it did not affect Implementation of the CADP among Kenyan county governments at all and 19(9.64%) showed that it lowly affected Implementation of the CADP among Kenyan county governments.

The study found that organizational culture highly affected implementation of the CADP among Kenyan county governments while Maika and Wachira (2020) found

that the overall organizational culture affects adoption of plans. This portrays a significant relationship between the implementation of the plan and organizational culture of the organisation. It is important to encourage cooperation and employees to make decisions as informed by the team culture of; confidence between employees, engagement, management support, and ideas. The factors have great effect on implementation of the CADP among Kenyan county governments. It was further established that; legislative culture has significant impact on the implementation of CADP by the county governments. Other results show that risks culture focused on ingenuity, imagination and ambition, community focus on specific priorities, objectives, appraisal and tracking and strongly influenced implementation of CADP.

4.4.5 Organizational Structure and Implementation Plan

Based on objective 4, the research focused at determining the impact of organisational structure on implementation of CADP among county governments of Kenya and the results illustrated in Table 4.6.

Table 4.6

Analysis by organizational structure and implementation plan

Organizational structure	Not at All		Low		Moderate		High		Very High	
	N	%	N	%	N	%	N	%	N	%
Line of command	0	0.00%	19	10.16%	52	27.81%	116	62.03%	0	0.00%
Responsibility and authority	0	0.00%	34	18.18%	39	20.86%	81	43.32%	33	17.65%
Job definition and description	0	0.00%	19	10.16%	52	27.81%	116	62.03%	0	0.00%

Source: Research data (2020)

In table 4.6, the findings indicate that majority of 116(62.03%) of the respondents indicate that line of command highly affected implementation of the CADP among Kenyan county governments as 52(27.81%) showed that it moderately affected

implementation of the CADP among Kenyan county governments and 19(10.16%) indicated that it lowly affected implementation of the CADP among Kenyan county governments.

Most of the respondents who made up 81(43.32%) of total response showed that responsibility and authority lowly highly affected implementation of the CADP among Kenyan county governments as 39(20.86%) showed that it moderately affected implementation of the CADP among Kenyan county governments while 34(18.18%) showed that it lowly affected implementation of the CADP among Kenyan county governments and 33(17.65%) showed that it very highly affected implementation of the CADP among Kenyan county governments

Job definition and description was shown by a majority of 116(62.03%) of the respondents as highly affecting implementation of the CADP among Kenyan county governments while 52(27.81%) showed that it moderately affected implementation of the CADP among Kenyan county governments and 19(10.16%) indicated that it lowly affected implementation of the CADP among Kenyan county governments

The study established that organizational structure highly affected implementation of the CADP among Kenyan county governments. this agreed to the findings in the study by Waiganjo et al. (2017) which implied that organizational structure has a significant influence on plan implementation by Kenya county governments. Organizational structure of the county governments should be aligned to the plan being implemented. This study found that line of command highly affected implementation of the CADP among Kenyan county governments. These findings are a confirmation of those in the study by Obiga, (2014) which established that the organizational structure influences strategy implementation in the county government. Similar findings by Obiga (2014) show that there are bureaucratic bottlenecks, different functions lead to

implementation challenges. However, flat structure enables implementation, harmonization of reporting lines and personnel positioning. Furthermore, Estalaki (2017) has found that the relationship between the performance and organizational structure of the industrial units and their components, including complexity, formality and concentration. According to the research by Waiganjo et al. (2017), the county government should train middle level managers on the latest policy being put in motion. The development of an organizational structure facilitates strategic implementation of plans and ensures overall alignment of inter-departmental links and information flows.

The responsibility and control were also found to strongly influence the implementation of CADP by Kenya County Governments. Job meaning and explanation were found to have a significant effect on the implementation of the CADP by Kenya County Governments. The Obiga study (2014) has instead reported that the problems faced by Kenya Counties during their plan implementation are lack of senior management support, slow budget adoption, lack of specific individual positions, lack of an internal strategic plan alignment, lack of employee engagement, low level of hiring, insufficient coordination throughout strategic implementation, and lack of lacquering. In addition, Onono (2018) emphasizes that the structure and implementation of the plan have a clear and positive correlation. The results showed the speed and consistency of decision-making in a hierarchical organisation structure specifically affected the culture of development within the organization and the quality of the organization's knowledge sharing. Onono (2018) states that organizational learning has had the impact on implementation of long-term strategic alignment. Countries should enable their leadership teams to take decisions faster than to take decisions centrally from their headquarters using the longer, less effective

administrative approach. This is because such permissions in local projects provide customers with fast feedback loops and in the process increase employee performance within the organization, help develop friendly and adaptable organizational learning techniques, create good channels of communication which make information flow easy and accurate while facilitating easy access to information.

4.5 Inferential Analysis

In seeking to develop relationship, the research assessed the viability of the IVs; strategic leadership characteristics , organizational resources, organizational culture, organizational structure as suitably estimating as DV, Implementation of the CADP among Kenyan county governments; by testing for existence of significant relationship between, strategic leadership characteristics, organizational resources, organizational culture, organizational structure and Implementation of the CADP among Kenyan county governments. In its efforts to tests the hypothesis, ordinal logistics regressions were carried out. The DV had four indicators; and there were four independent variables, in which case the analysis evaluated the relation of each of the four indicators of the DV to of each indicator of each IV.

The study tested the null hypothesis to establish these relationships. It used ordinal logistic regressions to obtain the regression coefficient form the “Parameter Estimates”, the probability value-p-value (sig) for each relationship derived from “Parameter Estimates”, Model p-value from “Model Fitting Information”, Chi-Square from “Model Fitting Information” and Nagelkerke R2 from “Pseudo R-Square”

4.5.1 Relationship between Strategic Leadership Characteristics and Plan Implementation

In seeking to establish the relationship between strategic leadership characteristics on Implementation of the CADP among Kenyan county governments. the study tested the hypothesis;

H₀₁: Strategic leadership characteristics do not have statistically significant effect on implementation of county annual development plans among Kenyan county governments

On carrying out ordinal logistics regression analysis, the results illustrated in Table 4.7 were obtained.

Table 4.7

Analysis by relationship between strategic leadership characteristics and plan implementation

Dependent Variable	Independent Variable	Regression coefficient	p-value	Model p-value	Model Chi-Square	Nagelkerke R²
Budgets and procedures					393.255	
	Infusing ethical value systems	2.854	0.024		df = 9	
	Maintaining balanced strategic control	-15.972	0.762	0.000		0.978
	Developing human capital	-2.854	0.003			
	Participative leadership	2.854	0.002			
Timeliness					337.152	
	Infusing ethical value systems	12.835	0.971		df = 9	
	Maintaining balanced strategic control	-66.290	0.862	0.000		0.958
	Developing human capital	-26.924	0.913			
	Participative leadership	0.000	1.000			
Quality of work done					294.329	
	Infusing ethical value systems	-53.894	0.907		df = 9	
	Maintaining balanced strategic control	-53.894	0.897	0.000		0.916
	Developing human capital	-12.173	0.942			
	Participative leadership	39.158	0.908			
Sustainability					0.000	381.52
	Infusing ethical value systems	26.409	0.570		df = 9	0.968
	Maintaining balanced strategic control	-7.308	0.764			
	Developing human capital	-32.542	0.391			
	Participative leadership	32.542	0.370			

Source: Research data (2020)

These results in table 4.7 show that the probability value (p-value) for the entire model on relationship between strategic leadership characteristics on translation of county programs budgets and procedures into action was 0.000 ($p < 0.01$) indicating that there is a significant positive effect of strategic leadership characteristics on translation of county programs budgets and procedures into action ($p < .005$). The chi-square statistic

$[\chi^2 = 393.255]$ is an indication of a significant prediction model. So, this is a good model to predict translation of county programs budgets and procedures in terms of strategic leadership characteristics. In that Nagelkerke R^2 , was 0.978, the model can account for 97.80% of the variance in translation of county programs budgets and procedures into action is determined by strategic leadership characteristic.

The results on the relationship infusing ethical value systems and translation of county programs budgets and procedures into action, ($p= 0.024$) explain that p-value was not higher than 0.05, indicating that the interaction was significant. On the relationship between maintaining balanced strategic control and translation of county programs budgets and procedures into action ($p\text{-value} = 0.762$) it was observed that the p-value was higher than 0.05 which implies that the interaction was insignificant. The results on the relationship between developing human capital translation of county programs budgets and procedures into action ($p\text{-value} = 0.03$) expose p-value that was not higher than 0.05 which implies that the relationship was significant. The relationship between participative leadership and translation of county programs budgets and procedures into action was shown to be significant since $p\text{-value} = 0.002$, was not exceeding 0.05.

On the logistic results for relationship between strategic leadership characteristics and timely implementation of annual county development was 0.000 indicating that there is a significant effect of strategic leadership characteristics on timely implementation of annual county development ($p < .005$). The chi-square statistic $[\chi^2 = 337.152]$ shows that the model is significant in prediction. So, the model is a good one for estimating timely implementation of annual county development in terms of strategic leadership characteristics. In that Nagelkerke R^2 , was 0.958, the model can account for 95.80% of

the variance in timely implementation of annual county development is determined by strategic leadership characteristic.

The results on the relationship infusing ethical value systems and timely implementation of annual county development are immediately translated to action, (p-value = 0.971) shows that the p-value that exceeded 0.05 which implies that the relationship was insignificant. On the relationship maintaining balanced strategic control and timely implementation of annual county development (p-value = 0.862) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between developing human capital timely implementation of annual county development (p-value = 0.913) shows that the p-value that was greater than 0.05 which implies that the relationship was insignificant. There was no relationship between participative leadership and timely implementation of annual county development since p-value = 1.000.

The logistic results for relationship between strategic leadership characteristics and quality of work undertaken in terms of the programs incorporated in the CADP was 0.000 indicating that there is a significant positive effect of strategic leadership characteristics on quality of work undertaken in terms of the programs incorporated in the CADP (p<.005). The chi-square statistic [$\chi^2 = 294.329$] shows that the model is significant in prediction. So, the model is a good one. In that Nagelkerke R^2 , was 0.916, the model can account for 91.60% of the variance in quality of work done out of the county development planis determined by Strategic leadership characteristic.

The results on the relationship infusing ethical value systems and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 0.907) shows that the p-value that exceeded 0.05 which implies that the relationship was

insignificant. On the relationship maintaining balanced strategic control and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 0.897) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between developing human capital and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 0.942) shows that the p-value that was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between participative leadership and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 0.908) shows that the p-value that was greater than 0.05 which implies that the relationship was insignificant.

On the logistic results for relationship between strategic leadership characteristics sustainable implementation of county development plan was 0.000 indicating that there is a significant effect of strategic leadership characteristics on sustainable implementation of county development plan ($p < .005$). The chi-square statistic [$\chi^2 = 393.255$] shows that the model is significant in prediction. So, the model is a good one. In that Nagelkerke R^2 , was 0.978, the model can account for 97.80% of the variance in sustainable implementation of county development plans determined by Strategic leadership characteristic

The results on the relationship infusing ethical value systems and sustainable implementation of County development plan (p-value = 0.570) shows that the p-value that exceeded 0.05 which implies that the relationship was insignificant. On the relationship maintaining balanced strategic control and sustainable implementation of County development plan p-value = 0.764 which shows that the p-value was greater than 0.05 which implies that the relationship was insignificant. The results on the

relationship between developing human capital and sustainable implementation of County development plan (p-value = 0.391) shows that the p-value that was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between participative leadership and sustainable implementation of County development plan (p-value = 0.370) shows that the p-value that was greater than 0.05 which implies that the relationship was insignificant.

According to these results; there is a statistically significant positive effect of strategic leadership characteristics on implementation of the CADP among Kenyan county governments. This confirms the finding in the study Nyong'a, and Maina (2019) which revealed that effective leadership and plan implementation have a positive relationship. While the regression analysis carried out in the research by Kolil et al (2019) show leadership as having a statistically significant impact on service quality, the research by Kitonga (2017) found that there is a significant positive association between strategic leadership activities in general and organizational success in non-profit organizations. The results also confirm the findings of the research by Abass et al (2017) that there is a statistically strong correlation between leadership styles and organizational success in the government of Wajir county.

There was an important link between implementation of the CADP among Kenyan county governments indicators of strategic leadership characteristics; the injection of ethical value structures and county programs, budgets and procedures are immediately translated into action, the creation of human resources county programs, budgets and procedures are immediately translated into action, and budgets and procedures are immediately translated into action between participatory leadership and county programs.

4.5.2 Relationship between Organizational Resources and Plan Implementation

The study tested the hypothesis;

H₀₁₂: Organizational resources do not have statistically significant effect on implementation of county annual development plans among County Governments in Kenya

The results are Table 4.8

Table 4.8

Analysis by relationship between organizational resources and plan implementation

Dependent Variable	Independent Variable	Regression coefficient	p-value	Model p-value	Model Chi-Square	Nagelkerke R²
Budgets and procedures				0.000	134.396	0.571
					df = 6	
	Availability and sufficiency	26.790	1.000			
	Allocation	-5.559	0.000			
	Mobilisation	2.809	0.000			
	Human Resource proficiency	2.750	0.000			
Timeliness				0.000	331.027	0.952
					df = 6	
	Availability and sufficiency	0.000	1.000			
	Allocation	-53.852	0.892			
	Mobilisation	269.016	1.000			
	Human Resource proficiency	0.000	1.000			
Quality of work done				0.000	132.347	0.586
					df = 6	
	Availability and sufficiency	0.057	1.000			
	Allocation	-22.878	0.000			
	Mobilisation	20.854	1.000			
	Human Resource proficiency	-20.797	0.995			
Sustainability				0.000	134.396	0.571
					df = 6	
	Availability and sufficiency	26.790	1.000			
	Allocation	-5.559	0.000			
	Mobilisation	2.809	0.000			
	Human Resource proficiency	-2.750	0.000			

Source: Research data (2020)

These results show that the p-value for model on relationship between organizational resources and translation of county programs budgets and procedures into action had a p-value=0.000 indicating that there is a significant effect of relationship between

organizational resources on translation of county programs budgets and procedures into action ($p < .005$). The chi-square statistic [$\chi^2 = 134.366$] shows that the model is significant in prediction of translation of county programs budgets and procedures into action by organizational resources. So, the model is a good one. In that Nagelkerke R^2 , was 0.571, the model can account for 57.10% of the variance in translation of county programs budgets and procedures into action is determined by organizational resources

The results on the relationship availability and sufficiency and translation of county programs budgets and procedures into action, ($p\text{-value} = 1.000$) shows that the $p\text{-value}$ was exceeding 0.05 which implies that the relationship was insignificant. On the relationship, relevant resource allocation effectively and translation of county programs budgets and procedures into action, ($p < 0.01$) shows that the $p\text{-value}$ was less than 0.05 which implies that the relationship was significant. The results on the relationship between mobilization of allocated resources translation of county programs budgets and procedures into action, ($p\text{-value} = .000$) shows that the $p\text{-value}$ was not exceeding 0.05 which implies that the relationship was significant. The relationship between human resource proficiency is utilizing resources and translation of county programs budgets and procedures into action was shown to be significant since $p < 0.01$, which was not exceeding 0.05.

On the logistic results for relationship between organizational resources and timely implementation of annual county development was 0.000 indicating that there is a significant effect of organizational resources on timely implementation of annual county development ($p < .005$). The chi-square statistic [$\chi^2 = 311.027$] shows that the model is significant in prediction. So, the model is a good one for organizational resources as a predictor of timely implementation of annual county development. In

that Nagelkerke R^2 , was 0.952, the model can account for 95.20% of the variance in timely implementation of annual county development was due to organizational resources.

The results on the relationship availability and sufficiency and timely implementation of annual county development (p-value = 1.000) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. On the relationship relevant resource allocation effectively and timely implementation of annual county development (p-value = 0.892) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between mobilization of allocated resources and timely implementation of annual county development (p-value = 1.000) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. The relationship between human Resource proficiency is utilizing resources and timely implementation of annual county development was shown to be insignificant since p-value = 1.000, which was exceeding 0.05.

The logistic results for relationship between organizational resources and quality of work undertaken in terms of the programs incorporated in the CADP was 0.000 indicating that there is a significant effect of organizational resources on quality of work undertaken in terms of the programs incorporated in the CADP (p<.005). The chi-square statistic [$\chi^2 = 132.347$] shows that the model is significant in prediction. So, the model is a good one for organizational resources as an estimator of quality of work undertaken in terms of the programs incorporated in the CADP. In that Nagelkerke R^2 , was 0.586, the model can account for 58.60% of the variance in quality

of work undertaken in terms of the programs incorporated in the CADP is determined by organizational resources.

The results on the relationship availability and sufficiency and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 1.000) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. On the relationship relevant resource allocation effectively and quality of work undertaken in terms of the programs incorporated in the CADP ($p < 0.01$) shows that the p-value was less than 0.05 which implies that the relationship was significant. The results on the relationship between mobilization of allocated resources and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 1.000) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. The relationship between human Resource proficiency is utilizing resources and quality of work undertaken in terms of the programs incorporated in the CADP was shown to be insignificant since p-value = 0.995, which was exceeding 0.05.

On the logistic results for relationship between organizational resources sustainable implementation of county development plan was 0.000 indicating that there is a significant effect of organizational resources on sustainable implementation of county development plan ($p < .005$). The chi-square statistic [$\chi^2 = 134.396$] shows that the model is significant in prediction. So, the model is a good one for organizational resources as a predictor of sustainable implementation of county development plan. In that Nagelkerke R^2 , was 0.571, the model can account for 57.10% of the variance in sustainable implementation of county development plans determined by organizational resources.

The results on the relationship availability and sufficiency and sustainable implementation of county development plan ($p\text{-value} = 1.000$) shows that the $p\text{-value}$ was exceeding 0.05 which implies that the relationship was insignificant. On the relationship, relevant resource allocation effectively and sustainable implementation of county development plan ($p < 0.01$) shows that the $p\text{-value}$ was less than 0.05 which implies that the relationship was significant. The results on the relationship between mobilization of allocated resources and sustainable implementation of county development plan ($p\text{-value} = .000$) shows that the $p\text{-value}$ was not exceeding 0.05 which implies that the relationship was significant. The relationship between human resource proficiency is utilizing resources and sustainable implementation of county development plan was shown to be significant since $p < 0.01$, which was not exceeding 0.05.

The study findings indicate that there is a statistically significant impact of organizational capital on the implementation of CADP by Kenya County Governments. These results align with previous observational research, such as the Wachira & James (2018), which showed that resource distribution; through successful budgeting, has a significant influence on the performance of community-based programs. The analysis by Densford et al. (2018) described a significant influence of the mobilization of project capital on the implementation of road infrastructure projects. It has been found that financial, physical and technological resource have had a significant impact on the success of road infrastructure projects. The research by Odenyo and James (2018) showed that the acquisition of ample financial capital, competent human resources, and physical resources had a significant positive effect on the viability of county women's community programs. The research concludes that the mobilization of funding has a significant effect on the success of community

initiatives for women. The procurement of financial services, human resources and physical infrastructure has had a direct significant effect on the survival of the women's groups' initiatives. The mobilization of capital was found to have been supported by the use of different strategies to procure financial resources, such as fundraising and external source of funding.

In this study the significant relationship those between; relevant resource allocation effectively and translation of county programs budgets and procedures into action, mobilization of allocated resources translation of county programs budgets and procedures into action, human resource proficiency is utilizing resources and translation of county programs budgets and procedures into action.

Other significant relationships were between. relevant resource allocation effectively and Quality of work done ($p < 0.01$), relevant resource allocation effectively and sustainable implementation of county development plan ($p < 0.01$), mobilization of allocated resources translation of county programs budgets and procedures into action, ($p\text{-value} = .000$) and human resource proficiency is utilizing resources and translation of county programs budgets and procedures into action was shown to be significant since ($p < 0.01$). In specific, Maina and Njagi (2019) found that human capital, financial resources and organizational leadership had a positive statistical influence on the adoption of strategic policies.

4.5.3 Relationship between Organizational culture and plan implementation

The study tested the hypothesis

H₀₃: Organizational culture does not have statistically significant effect on implementation of county annual development plans among County Governments in Kenya

The results are shown on Table 4.9

Table 4.9*Analysis by relationship between organizational culture and plan implementation*

Dependent Variable	Independent Variable	Regression coefficient	p-value	Model p-value	Model Chi-Square	Nagelkerke R²
Budgets and procedures translated to action				0.000	426.894 df = 11	0.998
	Teamwork culture	15.480	0.639			
	Stability culture	48.189	0.220			
	Risk taking culture	15.311	0.623			
Timeliness	Results oriented culture	48.189	0.010			
				0.000	384.132 df = 11	0.967
	Teamwork culture	-26.772	0.009			
	Stability culture	-53.997	0.927			
Quality of work done	Risk taking culture	0.000	1.000			
	Results oriented culture	-26.772	0.019			
				0.000	374.947 df = 11	0.991
	Teamwork culture	126.884	0.008			
Sustainability	Stability culture	-50.735	0.878			
	Risk taking culture	25.413	0.910			
	Results oriented culture	-50.826	0.860			
				0.000	428.5 df = 11	0.925
Sustainability	Teamwork culture	34.645	0.545			
	Stability culture	-34.645	0.389			
	Risk taking culture	1.926	0.944			
	Results oriented culture	-32.701	0.028			

Source: Research Data (2020)

These results show that the probability value (p-value) for the entire model and relationship between organizational culture and translation of county programs budgets and procedures into action was 0.000 indicating that there is a significant effect of organizational culture on translation of county programs budgets and procedures into action ($p < .005$). The chi-square statistic [$\chi^2(11) = 426.894$] shows that the model is significant in prediction. So, the model is a good one for organizational culture as predictor of translation of county programs budgets and procedures into action. In that Nagelkerke R^2 , was 0.998, the model can account for 99.80% of the variance in translation of county programs budgets and procedures into action is determined by Strategic leadership characteristic

The results on the relationship teamwork culture and translation of county programs budgets and procedures into action, (p-value 0.639) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. On the relationship stability culture and translation of county programs budgets and procedures into action, (p-value = .0220) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between risk taking culture translation of county programs budgets and procedures into action, (p-value = 0.623) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. The relationship between results-oriented culture and translation of county programs budgets and procedures into action was shown to be significant since p-value = 0.010, which was not exceeding 0.05.

On the logistic results for relationship between organizational culture and timely implementation of annual county development the p-value was 0.000 indicating that there is a significant effect of organizational culture on timely implementation of

annual county development ($p < .005$). The chi-square statistic [$\chi^2(18) = 384.132$] shows that the model is significant in prediction. So, the model is a good one for organizational culture as predictor of timely implementation of annual county development. In that Nagelkerke R^2 , was 0.967, the model can account for 96.70% of the variance in timely implementation of annual county development is determined by Strategic leadership characteristic.

The results on the relationship teamwork culture and timely implementation of annual county development ($p\text{-value} = 0.010$) shows that the $p\text{-value}$ was not exceeding 0.05 which implies that the relationship was significant. On the relationship stability culture and timely implementation of annual county development ($p\text{-value} = 0.927$) shows that the $p\text{-value}$ was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between risk taking culture and timely implementation of annual county development ($p\text{-value} = 1.000$) shows that the $p\text{-value}$ was exceeding 0.05 which implies that the relationship was insignificant. The relationship between Results oriented culture and timely implementation of annual county development was shown to be significant since $p\text{-value} = 0.019$, which was not exceeding 0.05.

The ordinal logistic results for relationship between organizational culture and there is quality of work undertaken in terms of the programs incorporated in the CADP was 0.000 indicating that there is a significant effect of organizational culture and quality of work undertaken in terms of the programs incorporated in the CADP ($p < .005$). The chi-square statistic [$\chi^2(18) = 37.947$] shows that the model is significant in prediction. So, the model is a good one when organizational culture is predicting quality of work undertaken in terms of the programs incorporated in the CADP. In that Nagelkerke R^2 ,

was 0.991, the model can account for 99.10% of the variance in quality of work undertaken in terms of the programs incorporated in the CADP is determined by quality of work undertaken in terms of the programs incorporated in the CADP.

The results on the relationship teamwork culture and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 0.828) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. On the relationship stability culture and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 0.878) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between risk taking culture and quality of work undertaken in terms of the programs incorporated in the CADP (p-value = 0.910) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. The relationship between results-oriented culture and quality of work undertaken in terms of the programs incorporated in the CADP was shown to be insignificant since p-value = 0.860, which was not exceeding 0.05.

On the logistic results for relationship between organizational culture and sustainable implementation of county development plan the p-value was 0.000 indicating that there is a significant effect of organizational culture on sustainable implementation of county development plan ($p < .005$). The chi-square statistic [$\chi^2(18) = 428.500$] shows that the model is significant in prediction. So, the model is a good one organizational culture as predictor of sustainable implementation of county development plan. In that Nagelkerke R^2 , was 0.925, the model can account for 92.50% of the variance in sustainable implementation of county development plans determined by organizational culture.

The results on the relationship teamwork culture and sustainable implementation of county development plan (p-value = 0.545) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. On the relationship stability culture and sustainable implementation of county development plan (p-value = 0.389) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant. The results on the relationship between risk taking culture and sustainable implementation of county development plan (p-value = 0.944) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. The relationship between results-oriented culture and sustainable implementation of county development plan was shown to be significant since p-value = 0.028, which was not exceeding 0.05.

In this analysis, it was show that statistically significant positive effect of organizational culture on Implementation of the CADP among Kenyan county governments. The individual significant relationship include that between; results-oriented culture and county programs, budgets and procedures (p-value = 0.010), teamwork culture and timely implementation of annual county development (p-value = 0.010), results oriented culture and timely implementation of annual county development was shown to be significant (p-value = 0.019), and results oriented culture and sustainable implementation of county development plan (p-value = 0.028). The results of Abass et al (2017) indicate that the relationship between organizational culture and organizational success is statistically significant, as observed in this report.

4.5.4 Relationship between Organizational Structure and Plan Implementation

The study tested the Relationship between Organizational Structure and plan implementation using the null hypothesis

H₀₄: Organizational structure does not have statistically significant effect on implementation of county annual development plans among County Governments in Kenya

The associated results are captured in Table 10.

Table 4.10

Analysis by relationship between organizational structure and plan implementation

Dependent Variable	Independent Variable	Regression coefficient	p-value	Model p-value	Model Chi-Square	Nagelkerke R²
Budgets and procedures				0.000	250.697	0.821
	Line of command	-56.059	0.000			
	Responsibility and authority	-18.068	0.991			
	Job definition and description	0a				
Timeliness				0.000	95.540	0.462
	Line of command	-3.055	0.000			
	Responsibility and authority	-1.762	0.003			
	Job definition and description	0a				
Quality of work done				0.000	291.944	0.906
	Line of command	19.992	0.994			
	Responsibility and authority	-0.124	0.794			
	Job definition and description	0a				
Sustainability				0.000	341.801	0.935
	Line of command	-56.059	0.021			
	Responsibility and authority	37.991	0.006			
	Job definition and description	0a				

a. This parameter is set to zero because it is redundant

Source: Research Data (2020)

These results show that the p-value for the entire model and relationship between organizational structure and translation of county programs budgets and procedures into action was 0.000 indicating that there is a significant effect of organizational structure on translation of county programs budgets and procedures into action

($p < .005$). The chi-square statistic [$\chi^2(18) = 250.697$] shows that the model is significant in prediction. So, the model is a good one when using organizational structure to predict translation of county programs budgets and procedures into action. In that Nagelkerke R^2 , was 0.821, the model can account for 82.10% of the variance in Translation of county programs budgets and procedures into action is determined by organizational structure.

In all cases, Job definition and description was redundant, rendering the parameter zero. The results on the relationship line of command and translation of county programs budgets and procedures into action, ($p < 0.01$) shows that the p-value was not exceeding 0.05 which implies that the relationship was significant. On the relationship responsibility and authority and translation of county programs budgets and procedures into action, (p-value = 0.991) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant

On the logistic results for relationship between organizational structure and timely implementation of annual county development was 0.000 indicating that there is a significant effect of organizational structure on timely implementation of annual county development ($p < .005$). The chi-square statistic [$\chi^2(5) = 95.40$] shows that the model is significant in the prediction. So, the model is a good one for using organizational structure to predict timely implementation of annual county development. In that Nagelkerke R^2 , was 0.462, the model can account for 46.20% of the variance in timely implementation of annual county development is determined by organizational structure.

The results on the relationship line of command and timely implementation of annual county development ($p < 0.01$) shows that the p-value was not exceeding 0.05 which

implies that the relationship was significant. On the relationship responsibility and authority and timely implementation of annual county development (p-value = 0.003) shows that the p-value was not exceeding 0.05 which implies that the relationship was significant.

The ordinal logistic results for relationship between organizational structure and quality of work undertaken in terms of the programs incorporated in the CADP was 0.000 indicating that there is a significant effect of organizational structure on quality of work undertaken in terms of the programs incorporated in the CADP ($p < .005$). The chi-square statistic [$\chi^2(18) = 291.444$] shows that the model is significant in prediction. So, the model is a good one when using organizational structure to estimate quality of work undertaken in terms of the programs incorporated in the CADP. In that Nagelkerke R^2 , was 0.906, the model can account for 90.60% of the variance in quality of work done out of the county development plans determined by organizational structure.

The results on the relationship line of command and quality of work done out of the county development plan (p-value = 0.944) shows that the p-value was exceeding 0.05 which implies that the relationship was insignificant. On the relationship responsibility and authority and quality of work done out of the county development plan (p-value = 0.794) shows that the p-value was greater than 0.05 which implies that the relationship was insignificant

On the logistic results for relationship between organizational structure and sustainable implementation of county development plan was 0.000 indicating that there is a significant effect of organizational structure on sustainable implementation of county development plan ($p < .005$). The chi-square statistic [$\chi^2(18) = 341.801$] shows that the

model is significant in prediction. So, the model is a good one for using organizational structure to predict sustainable implementation of county development plan. In that Nagelkerke R^2 , was 0.935, the model can account for 93.50% of the variance in and sustainable implementation of county development planis determined by organizational structure.

The results on the relationship line of command and and sustainable implementation of county development plan (p-value = 0.021) shows that the p-value was not exceeding 0.05 which implies that the relationship was significant. On the relationship responsibility and authority and and sustainable implementation of county development plan (p-value = 0.006) shows that the p-value was less than 0.05 which implies that the relationship was significant.

According to these results, there is statistically significant positive effect of organizational structure on Implementation of the CADP among Kenyan county governments which agrees to findings by Waiganjo et al. (2017) that organizational structure of the Kenya county governments has a significant influence on their plan implementation. Abass et al (2017) concluded that there is statistically significant positive effect organizational culture on organizational performance.

According to the present study, the significant relationships were between; line of command and translation of county programs budgets and procedures into action, (p<0.001), line of command and timely implementation of annual county development (p<0.01), relationship responsibility and authority and timely implementation of annual county development (p-value = 0.003), line of command and sustainable implementation of county development plan (p-value = 0.021), and responsibility and authority and sustainable implementation of county development

plan (p-value = 0.006). These findings agree to those in the study by Waiganjo et al. (2017), found that the components of the county governments' organizational system had a significant positive effect on implementation of county development plan. In these results show significant effect of organisational structure on implementation of county development plan with; line of command contributing 78.3 percent, obligation and authority contributing 76.1 percent, and work description contributing 71.8 percent), while the entire organizational structure accounted for 95.3 percent.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This section summarizes the results, yields conclusions from the results of the research and contains the recommendations based on these results. It also underlines the investigative gaps that further research should seek to fill. The summary, conclusions, and recommendations were based on the study objectives; to establish the effects; of strategic leadership characteristics on Implementation of the CADP among Kenyan county governments, organizational resources on Implementation of the CADP among Kenyan county governments, organizational culture on Implementation of the CADP among Kenyan county governments, and organizational structure on Implementation of the CADP among Kenyan county governments.

5.2 Summary of Findings

A summary of results based on each research objective is given in the section. In this case, the objectives guiding it are; to establish the effects; strategic leadership characteristics on implementation of the CADP among Kenyan county governments, organizational resources on implementation of the CADP among Kenyan county governments, organizational culture on implementation of the CADP among Kenyan county governments, and organizational structure on implementation of the CADP among Kenyan county governments.

5.2.1 Findings on Implementation of Development Plans

In the analysis it was established that effectiveness of county development plan implementation among Kenyan county governments is moderate and the counties are moderately achieving their objectives and goals is indicated by indicator factors including; county programs, budgets and procedures requiring to being quickly translated to action; the necessity to implement annual county development plan where projects were moderately implemented as per the required time. quality of work done in the CADP and a sustainable implementation of county development plan. However, in the Kenyan counties; budgets and procedures were sometimes translated immediately to action and other times they were not while the implementation of CADP were not always done on time. The study found that the quality of work done was moderate and the sustainability county development plan as well was moderate.

5.2.2 Findings on Strategic Leadership Characteristics

The study established strategic leadership characteristics is factor that significantly affects the implementation of CADP among County Governments. This effect is spurred by; infusing ethical value systems which very highly affects implementation of CADP, maintaining balanced strategic control to moderately affects implementation of CADP, developing human capital that highly affects implementation of CADP, and practicing participative leadership which highly affects Implementation of the CADP among Kenyan county governments.

Statistically, a statistically significant positive effect of strategic leadership characteristics on Implementation of the CADP among Kenyan county governments was revealed. In this case; strategic leadership characteristics significantly affects translation of county programs budgets and procedures into action is significant

($p < 0.01$; $R^2 = 0.978$). This is where; relationship between strategic leadership characteristics and timely implementation of annual county development is significant ($p < 0.01$; $R^2 = 0.958$); relationship between strategic leadership characteristics and quality of work done is significant ($p < 0.01$; $R^2 = 0.916$); and relationship between strategic leadership characteristics sustainable implementation of county development plan is significant ($p < 0.01$; $R^2 = 0.978$). The significant relationship between the indicators of both IV and DV are those between; infusing ethical value systems and county programs budgets and procedures are immediately translated to action (p-value = 0.024), developing human capital translation of county programs budgets and procedures into action (p-value = 0.003), and between participative leadership and translation of county programs budgets and procedures into action (p-value = 0.002).

5.2.3 Findings on Organizational Resources and Implementation of Plans

This these revealed organizational resources as highly affecting Implementation of the CADP among Kenyan county governments through; availability and sufficiency which highly affects the Implementation of the CADP among Kenyan county governments and relevant resource allocation which very highly affects Implementation of the CADP among Kenyan county governments. It also indicated by mobilization of allocated resources which highly affected on Implementation of the CADP among Kenyan county governments and human resource proficiency in utilizing resources which highly affects Implementation of the CADP among Kenyan county governments.

The study found from inferential analysis, a statistically significant positive effect of organizational resources on Implementation of the CADP among Kenyan county governments. Specifically, relationship between; organizational resources and

translation of county programs budgets and procedures into action is significant (p-value= 0.000 $R^2= 0.571$); organizational resources and timely implementation of annual county development is significant (p<0.01 $R^2= 0.952$); organizational resources and quality of work done is significant (p-value= 0.000; $R^2= 0.586$); and organizational resources sustainable implementation of county development plan implemented is significant (p<0.01; $R^2= 0.571$).

The significant individual relationship included the relationship between; relevant resource allocation effectively and translation of county programs budgets and procedures into action(p<0.01), mobilization of allocated resources translation of county programs budgets and procedures into action(p-value = .000), human resource proficiency is utilizing resources and translation of county programs budgets and procedures into action (p<0.01), relevant resource allocation effectively and quality of work done (p<0.01), relevant resource allocation effectively and sustainable implementation of county development plan (p<0.01), mobilization of allocated resources translation of county programs budgets and procedures into action, (p<0.01) and human resource proficiency is utilizing resources and translation of county programs budgets and procedures into action was shown to be significant since (p<0.01).

5.2.4 Findings on Organizational Culture and Implementation of Plans

This survey found organizational culture as highly affecting Implementation of the CADP among Kenyan county governments. This is driven by; collaboration culture of employee confidence, engagement, management support and exchange of ideas; embracing a culture of stability of providing guidelines, control, flexibility and predictability; a culture of risk-taking informed by ingenuity, imagination, ambition,

decision-making, and using results-oriented culture of consistent objectives, goals, appraisal and tracking.

Furthermore, the study found a statistically significant positive effect of organizational culture on implementation of the CADP among Kenyan county governments. In this case, the relationship between; organizational culture and translation of county programs budgets and procedures into action is significant (p -value= 0.000; $R^2 = 0.998$); organizational culture and timely implementation of annual county development is significant($p < 0.01$; $R^2 = 0.967$); organizational culture and there is quality of work done is significant ($p < 0.01$; $R^2 = 0.991$); and organizational culture and sustainable implementation of county development plan the is significant ($p < 0.01$; $R^2 = 0.925$).

It was established that individual significant relationship includes that between; results-oriented culture and county programs, budgets and procedures ($p = 0.010$), teamwork culture and timely implementation of annual county development ($p = 0.010$), results oriented culture and timely implementation of annual county development was shown to be significant ($p = 0.019$), and results oriented culture and sustainable implementation of county development plan ($p = 0.028$).

5.2.5 Findings on Organizational Structure and Implementation Plan

The study found that organizational structure highly affects Implementation of the CADP among Kenyan county governments which is propelled by line of command by highly affecting implementation of the CADP among Kenyan county governments, responsibility and authority also highly affected implementation of the CADP among Kenyan county governments and job definition and description highly affecting implementation of the CADP among Kenyan county governments.

Inferential findings reveal a statistically significant positive effect of organizational structure on implementation of the CADP among Kenyan county governments. more precisely, the relationship between; organizational structure and translation of county programs budgets and procedures into action is significant ($p < 0.01$; $R^2 = 0.821$); organizational structure and timely implementation of annual county development is significant ($p < 0.01$; $R^2 = 0.462$); organizational structure and quality of work done is significant ($p < 0.01$; $R^2 = 0.906$); and organizational structure and sustainable implementation of county development plan is significant ($p < 0.01$; $R^2 = 0.935$). The significant relationship between the indicators of both IV and DV are those between; line of command and translation of county programs budgets and procedures into action, ($p\text{-value} = 0.000$), line of command and timely implementation of annual county development ($p < 0.01$), relationship responsibility and authority and timely implementation of annual county development ($p\text{-value} = 0.003$), line of command and sustainable implementation of county development plan ($p\text{-value} = 0.021$), and responsibility and authority and sustainable implementation of county development plan ($p\text{-value} = 0.006$).

5.3 Conclusions

The study concludes that there is a statistically significant positive effect of strategic leadership characteristics on implementation of CADP among County Governments in Kenya. The significant indicators of strategic leadership characteristics highly affecting the implementation of CADP among County Governments are; infusing ethical value systems, maintaining balanced strategic control, developing human capital, and practicing participative leadership. The factors that have significant relationships from both strategic leadership characteristics and implementation of

CADPs among County Governments in Kenya are between; infusing ethical value systems significantly affects translation of county programs budgets and procedures into action ($p = 0.024$), developing human capital significantly affects translation of county programs budgets and procedures into action ($p = 0.003$), and participative leadership significantly affects translation of county programs budgets and procedures into action ($p = 0.002$). As strategic leadership characteristics contributes to 97.80% of change translation of county programs budgets and procedures into action, it accounts for 95.80% change in timely implementation of annual county development, and accounting for 91.60% of change in the quality of work undertaken and accounts 97.50% change on sustainable implementation of county development plan.

The study concludes that there is statistically significant positive effect of organizational resources on implementation of CADPs among County Governments in Kenya. The factors organizational resources having significant effect implementation of county annual development plans among County Governments in Kenya are; availability and sufficiency of resources, relevant resource allocation, mobilization of allocated resources and human resource proficiency. The organizational resources accounts for 57.10% of change in translation of county programs budgets and procedures into action; as it accounts for 95.20% variations of timely implementation of annual county development; 58.60% change in quality of work undertaken in the projects and 57.10% variation in sustainable implementation of county development plan implemented is significant. The research reveal that; relevant resource allocation has significant effect on translation of county programs budgets and procedures into action($p < 0.01$); mobilization of allocated resources has significant effect on translation of county programs budgets and procedures into action($p < 0.01$), human resource proficiency has significant effect on ($p < 0.01$),

relevant resource allocation has significant effect on quality of work done ($p < 0.01$), relevant resource allocation has significant effect on sustainable implementation of county development plan ($p < 0.01$), mobilization of allocated resources has significant effect on translation of county programs budgets and procedures into action, ($p < 0.01$) and human resource proficiency has significant effect on translation of county programs budgets and procedures into action ($p < 0.01$).

The study concludes that there is statistically significant positive effect of organizational culture on implementation of county annual development plans among County Governments in Kenya; which is spurred by teamwork culture, stability culture, risk taking culture and results oriented culture. Organizational culture accounts for; 99.80% of change in translation of county programs budgets and procedures into action, 96.70% change in timely implementation of annual county development is significant; 99.10% on change in quality of work undertaken in terms of the programs incorporated in the CADP, and 92.50% of change in sustainable implementation of county development plan. The study reveals that; results-oriented culture has a significant effect on translation of county programs budgets and procedures into action ($p = 0.010$), teamwork culture has a significant effect on timely implementation of annual county development ($p < 0.010$), results oriented culture has a significant effect timely implementation of annual county development ($p = 0.019$), and results oriented culture has a significant effect sustainable implementation of county development plan ($p = 0.028$).

The study concludes that there is statistically significant positive effect of organizational structure on implementation of county annual development plans among County Governments in Kenya. in this case, organizational structure account

for; 82.10% of change in translation of county programs budgets and procedures into action, 46.20% of change in timely implementation of annual county development, 90.60% change in quality of work undertaken in terms of the programs incorporated in the CADP and 93.50% change in sustainable implementation of county development plan. The study reveals that line of command has a significant effect on translation of county programs budgets and procedures into action, ($p < 0.01$), line of command has a significant effect timely implementation of annual county development ($p < 0.01$), relationship responsibility has a significant effect authority and timely implementation of annual county development ($p\text{-value} = 0.003$), line of command has a significant effect sustainable implementation of county development plan ($p\text{-value} = 0.021$), and responsibility and authority has a significant effect sustainable implementation of county development plan ($p\text{-value} = 0.006$).

5.4 Recommendations

The study made various recommendation as guided by the study objectives and the findings.

Firstly, the study recommends that the Kenyan counties should reviews their policies on strategic leadership matters and especially on the characteristics of their leadership. This should be directed towards ensuring that they infuse ethical value systems among the executive leader as well as every other leadership up to employees. The executive leader should then develop strategies for maintaining balanced strategic control. Importantly, there should be effective programs on human capital development espccailly for the staff involved in implementation of CADP. Most of all the leadership is encouraged to practice participative leadership and should be involved in implementation of CADP activities. among Kenya county governments.

Secondly; The study recommends that the Kenya counties should effectively manage their organizational resources informed by the CADP. They should develop and implement strategies for ensuring consistency availability and sufficiency of resources required during implementation of CADP. The required resources should be adequately allocation while at the same they are issues at the appropriate time; usually in advance to the implementation of CADP. Thus, there should proper procedures and policies for effective and efficient resource allocation and mobilization. The counties should revise their staff development policies to impart their employees and hence empower the human resource proficiency in utilizing resources during the implementation of CADP.

Thirdly; the study recommends that the counties should adopt specific organizational culture relevant to their environments. The cultures adopted should augur with the demands of counties as well as the demands of the society. Such cultures should emphasize the cooperation among workers, engagement, trust, support for management and exchanging of ideas. In addition, they should adopt stability culture of having rules, autonomy, consistency and predictability. It is important to adopt a risk-taking culture which would be prompting innovation, creativity, ambition, decision making. Such cultures should foster a results-oriented culture of consistent priorities, objectives, assessment, tracking and evaluation.

Lastly, the study recommends that the Kenyan counites should reviews their organizational structures by redesigning their line of command in addition to redefining responsibilities and authority on activities related to implementation of CADP. There should also be clear specification of job definition and description.

5.5 Limitations of the Study

The researcher faced a number of challenges while conducting the study. Such challenges included some respondents unwilling to participate and also securing appointments with the respondents. To counter these problems, the researcher applied ethical considerations identified in this study to convince respondents to participate and give the appropriate information. The study majorly used questionnaires for the primary data collected; thus, it is limited to the responses received. The researcher's assumption was that the feedback supplied was credible as there was no way of finding out how much thought the respondent had put in while filling the questionnaire.

5.6 Areas for Further Study

The study focused on the selected Counties while there are other counties in Kenya. This may portray a different perspective in regard to strategic determinants and implementation of CADP due to different challenges facing different counties. Therefore, a study should be carried out in other Counties regarding the same objective.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Ali Hassan Abdi

Reg: No, BUS-3-8665-2/2018

Kenya Methodist University

Department Of Business Administration

P.O. Box 267 – 60200

Meru

To whom it may concern

RE: Introduction Letter

I am a postgraduate student at Kenya Methodist University pursuing a Master Degree in Business Administration, Strategic Management option. I am currently carrying out a research on effects of strategic determinants on implementation of county annual development plans among county government in Kenya. A survey of selected Kenyan counties Your assistant in responding honestly to all the items in the questionnaire will help to generate data that will be used.

Your responses will be treated confidentially; therefore, do not write your name on the questionnaire. Please complete all the items in the questionnaire.

Thank you for your cooperation.

Yours Faithfully,

Ali Hassan Abdi

Reg: No, BUS-3-8665-2/2018

APPENDIX II: CONSENT FORM

KENYA METHODIST UNIVERSITY
P. 0 BOX 267-60200
MERU, KENYA

SUBJECT: INFORMED CONSENT

Dear Respondent,

*My name is Ali Hassan Abdi, I am an MBA strategic management student from Kenya Methodist University. I am conducting a study titled: **Effects of strategic determinants on implementation of county annual development plans among county government in Kenya. A survey of selected Kenyan counties.***

The findings will be utilized to strengthen the county governments in Kenya. As a result, countries, communities and individuals will benefit from improved service delivery. This research is critical to strengthening implementation of county annual development plans among County Governments in Kenya as it will generate new knowledge in this area that will inform decision makers to make decisions that are research based.

Procedure to be followed

Participation in this study will require that I ask you some questions and also access all the department to address the four strategic determinants of implementation of county annual development plans among County Governments in Kenya. I will record the information from you in a questionnaire check list.

You have the right to refuse participation in this study. You will not be penalized nor victimized for not joining the study and your decision will not be used against you nor affect you at your place of employment.

Please remember that participation in the study is voluntary. You may ask questions related to the study at any time. You may refuse to respond to any questions and you may stop an interview at any time. You may also stop being in the study at any time without any consequences to the services you are rendering.

Discomforts and risks

Some of the questions you will be asked are on intimate subject and may be embarrassing or make you uncomfortable. If this happens; you may refuse to answer if you choose. You may also stop the interview at any time. The interview may take about 40 minutes to complete.

Benefits

If you participate in this study you will help us to strengthen the county governments in Kenya. As a result, countries, communities and individuals will benefit from improved service delivery. This research is critical to strengthening implementation of county annual development plans among County Governments in Kenya.

Rewards

There is no reward for anyone who chooses to participate in the study.

Confidentiality

The interviews will be conducted in a private setting within the hospital. Your name will not be recorded on the questionnaire and the questionnaires will be kept in a safe place at the University.

Contact Information

If you have any questions you may contact the following investigators:

1. Ali Hassan Abdi
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Tel: 0723121850
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2. Mary Mbithi
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Email: msskithinji@yahoo.com

Participant's Statement

The above statement regarding my participation in the study is clear to me. I have been given a chance to ask questions and my questions have been answered to my satisfaction. My participation in this study is entirely voluntary. I understand that my records will be kept private and that I can leave the study at any time. I understand that I will not be victimized at my place of work whether I decide to leave the study or not and my decision will not affect the way I am treated at my work place.

Name of Participant..... Date.....

Signature.....

Investigator's Statement

I, the undersigned, have explained to the volunteer in a language s/he understands the procedures to be followed in the study and the risks and the benefits involved.

Name of Interviewer..... Date.....

Interviewer Signature..... Date.....

APPENDIX III: QUESTIONNAIRE

EFFECTS OF STRATEGIC DETERMINANTS ON IMPLEMENTATION OF COUNTY ANNUAL DEVELOPMENT PLANS AMONG COUNTY GOVERNMENT IN KENYA. A SURVEY OF SELECTED KENYAN COUNTIES

Instructions

Please take a few minutes to answer the questions as accurately as possible.

Tick the correct answer in the boxes provided against the questions where necessary.

Write brief answers where explanation is required.

You need not write your name on the questionnaire.

Information will be treated with confidentiality.

Section A: Personal Data

1. Please indicate your sex

Female

Male

2. How many years have you worked in this County Government

Less than one year

1-5 years

6-10 years

11-15 years

Above 15 years

3. Please indicate your Age bracket. Tick (✓) as appropriate

Less than 20 years 21 to 30 Years

31 to 40 years () 41 to 50 Years ()
Over 50 Years ()

4. Please indicate your highest education level attained. Tick (✓) as appropriate

Certificate/Diploma ()
University graduate ()
Post graduate ()
Other specify().....

5. What is your term of service: Kindly tick (✓) the correct answer only

Permanent ()
Contract ()

6. Indicate your work management level: Kindly tick (✓) the correct answer only

Top ()
Middle level ()
Lower ()

In the successive sections, Section B, Section C. Section D. Section E and Section F, you are provided with four strategic determinants of implementation of annual county development plans. Each part is divided into a number of sub-items. You are requested to rate each sub-item by ticking the appropriate option as indicated

Section B: Implementation of county annual development plans

7. In your opinion, may you please indicate your level of agreement or disagreement with the following statements in regards implementation of your county annual development plans, by ticking (√) the space corresponding to the correct answer.

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

Statement	1	2	3	4	5
Translation of county programs budgets and procedures into action					
The implementation of annual County Development Plan is timely					
There is quality of work undertaken in terms of the programs incorporated in the CADP					
The implementation of County Development Plan is sustainable					

Section C: Effect of strategic leadership characteristics on implementation

8. In your opinion may you please indicate the level of effect of each of the following strategic leadership characteristics on implementation of your county annual development plans, by ticking (√) the space corresponding to the correct answer?

Scale: Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Strategic Leadership Characteristics Indicator	1	2	3	4	5
Infusing ethical value systems					
Maintaining balanced strategic control					
Developing human capital					
Participative leadership					

Section D: Influence of organizational resources on implementation

9. In your opinion may you please indicate the level of effect of each of the following organizational resources indicators on implementation of your county annual development plans, by ticking (√) the space corresponding to the correct answer

Scale: Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Organizational resources indicator	1	2	3	4	5
Availability and sufficiency					
relevant resource allocation effectively					
Mobilization of allocated resources					
Human Resource proficiency is utilizing resources					

Section E: Influence of organizational culture on implementation

10. In your opinion may you please indicate the level of effect of each of the following organizational culture indicators on implementation in your county annual development plans, by ticking (√) the space corresponding to the correct answer

Scale: Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Organizationalculture indicator	1	2	3	4	5
Teamwork culture of trust among employees, involvement, management support and ideas sharing					
Stability culture of having rules, autonomy, consistency and predictability					
Risk taking culture informed by innovation, creativity, ambition, decision making					
Results oriented culture of clear goals, targets, evaluation, monitoring					

Section F: Effects of organizational structure on implementation

11. In your opinion may you please indicate the level of effect of each of the following Organizational structureindicators on implementation in your county annual development plans, by ticking (√) the space corresponding to the correct answer

Scale: Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Organizational structure Indicator	1	2	3	4	5
Line of command					
Responsibility and authority					
Job definition and description					

Thank you for your co-operation. God Bless you

APPENDIX IV: WORK PLAN

The research will be undertaken between September 2018 and March 2019 as shown the schedule below: -

ACTIVITY	April 2020	June 2020	July 2020	August 2020	November 2020	January 2021
Produce Proposal and departmental defense						
Submission of School Defense						
Proposal submission						
Data Collection and Data analysis						
Report Writing						
Submission of Report						
Correction and Final Submission						

Source: Researcher (2020)

APPENDIX V: BUDGET

Activity	Description	Unit Cost (Kshs)	No. of Units	Amount
Proposal	Typing and printing	150.00	10	1500.00
	Duplicating document	3.00	1,500	4,500.00
Pilot survey	Transport in the field	1,500.00	2	30,000.00
Data collection	Food & accommodation	800.00	8	6,400.00
	Travel, accommodation and subsistence Researcher	2,000.00	8	16,000.00
	Questionnaire Photocopying	3.00	221 X 5 = 1.145	3,435.00
Data Analysis	Consultancy	30,000.00	1	30,000.00
Contingency	institutional costs	10%	1	10.165.00
Total				102,000.00

Source: Researcher (2020)