STRATEGIC FACTORS AFFECTING THE IMPLEMENTATION OF NYANDARUA COUNTY INTEGRATED DEVELOPMENT PLAN, KENYA

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DELARATION AND RECOMMENDATION

Declaration

This research project is my original work and has not been presented for award of degree in any other university/institution for any other purpose.

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REG.GMB/NE/0217/01/14

RECOMMENDATION/APPROVAL

This research project has been submitted for examination with our approval as the University supervisors.

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DEDICATION

This research project is dedicated to my beloved wife, sons, daughter and workmates who have consistently been of great help to me by offering the required inspiration at the time of need which kept me going even in difficult times.

ABSTRACT

Strategic planning is one of the most important determinants of organizational success since it influences the work performance. Effective strategic planning leads to success while, on the other hand, poor planning will occasion organizational failure. There are forty seven Counties in Kenya and Nyandarua County is one of them. Nyandarua County is one of the Counties that have so far developed a *County Integrated Development Plan*. Though development of CIDP is very sound idea its implementation has remained a big challenge. This is authenticated further by the Auditor General's recent report on County governments' level of absorption of development funds report of (July,2015) where Nyandarua County was ranked last (47th) in terms of development funds absorption. The study sought to examine the *factors that affect the implementation of Nyandarua's CIDP*. The study was guided by four themes *leadership, resource allocation, organizational culture, and stakeholders' influence* that attempted to address *implementation of CIDP*. The study adopted descriptive research design. The target population constituted one hundred and thirty one members who included: members of county assembly, administrative and management staff (both top and lower cadre staffs) and opinion leaders who are living in Nyandarua County respectively. A stratified random sampling method was adopted. The study employed a structured questionnaire as research instruments to collect primary data. The questionnaire was pilot tested prior to collection of data for the main study. The Statistical Package for Social Sciences tool facilitated data processing and analysis. Data was analyzed using frequencies, percentages, regression and chi-square. The study established that resource allocation; organization culture and stakeholder influence had a positive and significant effect on the CIDP implementation. On the other hand, leadership or management style was found to have marginal influence on the CIDP implementation. The study encountered a number of constraints. For instance, some targeted respondents could not be reached due to their busy schedules, these included opinion leaders and MCAs. Time was also a limited as the research was to be done within the stipulated academic calendar. Accessibility of various sub counties was a challenge due to poor road network which has not been fully addressed. Being a research on county performance getting information from the county staff who were part of the population was not easy hence not many of them were willing to contribute fully or wanted to be seen filling the questionnaire less they be branded traitor. Another limitation was finance as the researcher doubled as a parent as well as student. To overcome all those challenges, the researchers dispensed the questionnaires personally and also went for them to beat the available time lines. Used the most widely acclaimed reliability test the Cronbach alpha to test reliability. It was, therefore, concluded that resources allocated to CIDP implementation be increased, have a unique progressive organization culture and involve pertinent stakeholders in CIPD implementation. The study recommended that Nyandarua County Government to allocate adequate resources to CIDP implementation and all relevant stakeholders should be involved in the implementation of CIDP.

Key Words: Strategic planning, County integrated development plan, County government, Resource allocation, Stakeholders, Leadership and Organizational culture.

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LIST OF ABBREVIATIONS

CEC: County Executive Committee

CIDP: County Integrated Development Plan

DDPs: District Development Plans

GOK: Government of Kenya

KBS: Kenya Bureau of Standards

MCA: Members of County Assembly

NGOs: Non-Governmental Organizations

PAF: Principal Axis Factoring

RBV: Resource-Based View

SPSS: Statistical Package for Social Sciences

TQM: Total Quality Management

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

A strategy is a plan that is devised with the aim of enabling achievement of a particular purpose. Strategic planning is underscored to be one of the most important determinants or organizational success since it influences the work performance (Bryson, 1998). According to Cook (2005), planning can fall into five categories which are comprehensive planning that examines planning about what already is; long-range planning that addresses the gaps between what an institution is and what it looks forward to become; program planning that seeks to bring an idea into existence; project planning identifies tasks and enumerates the steps needed to accomplish it; and strategic planning which describes how an organization continually responds to changes by reinventing itself in order to accommodate any arising change. Strategic planning is asserted to be the most crucial type of planning to any organization that wishes to have a competitive edge over its rivals.

Effective strategic planning leads to success while, on the other hand, poor planning will occasion organizational failure (Bryson, 1998). In the same light, Wernham (2004) opine that the process of strategic planning requires various resources to be sufficient. The resources include but not limited to finances, human resource, skills and expertise, and requisite facilities. Strategic planning enables organizations and institutions to be competitive and in this light, there ought to be implementable strategies in place. Indeed, it is reported that almost two thirds (66%) of all organizational strategies are not implemented at all. The baffling point is that failure in implementation does not amount to poorly crafted strategies; rather the implementation is the one more often than not is riddled with challenges (Johnson, 2004).

Thompson and Strickland (2007) note that the implementation of strategic plans is a practice that has been embraced worldwide and across various sector due to the fact that

it is perceived to contribute to the organizational effectiveness. Poor leadership is argued to be the greatest obstacle to the implementation of strategies in Eastern Europe and not Africa (Cater & Pucko, 2010). In Africa, lack of proper management of available resources has led to the frequent failure in implementation of well-planned and documented strategic plans. This is based on the premise that, employees however sufficient in numbers do not constitute the only driver of strategic plan implementation. Rather, there ought to be good leadership and well-trained managers who can oversee and coordinate proper utilization of resources which more often than not are scarce and costly (Aosa, 1992).

In Kenya, corporate leadership has drawn the attention of various stakeholders and many organizations. This has influenced them to rethink and adopt various organizational concepts with a view of effectively implementing strategic plans (Abok, 2013). Chemwei, Leboo and Koech (2014) observe that the demand for high quality government services in Kenya persists to grow in tandem with the rise of public expectations on quality and value of those services. Mulube (2009) argues that most organizations in Kenya emphasizes on democratic leadership where the bottom line is optimizing participation and involvement of stakeholders together with empowerment for making decisions. According to Leting (2009) the management plays a fundamental role in the success of strategic plans. In the same breath, it is argued that vertical communication influences strategy implementation.

Factors affecting effective implementation of strategic plans in non-governmental organizations in Kenya were examined by Abok (2013). The author noted that many organizations have over the time embraced strategic planning, however, the implementation process has hitherto remained a challenge. This has led to failure of well-formulated strategies at implementation stage. Abok noted a number of factors that significantly influence implementation of strategic plans. These are management styles, organizational culture, stakeholders, and organization's resources. The study inferred that management or leadership style, organizational culture, stakeholders and resources influence the implementation effectiveness of strategic plans.

There are 47 Counties in Kenya which are enshrined in the 2010 Constitution. The Counties came to effect on April, 2013 after the lapse of the General Elections. The Counties are headed by elected Governors assisted by their deputies. The top echelons of County governance and administration are the ministers, chief officers and directors (GoK, 2013). Nyandarua County is one of the 47 Counties in Kenya. It constitutes five sub-Counties namely Ndaragwa, Kinangop, OlKalou, OlJorook and Kipipiri which are equivalent to constituencies. Nyandarua County Integrated Development Plan (CIDP) is a strategic plan that spans a period of five years, that is, 2013 – 2017 (Nyandarua County Government, 2013). The CIDP is aligned to the Kenya Vision 2030. It outlines the development goals covering the aforesaid period. It is the first of its kind for the County and effectively replaces the defunct District Development Plans (DDPs). Though the County is composed of three key organs – the Governor, County Executive Committee (CEC), and County Assembly, the CEC supervises the administration and delivery of services to the County populace in addition to conceptualizing, implementing policies and County legislation. Therefore, CEC and the staff that fall under this Committee are essentially expected to play a lead role in the implementation of the CIDP.

1.2 Statement of the Problem

The Counties in Kenya are enshrined in 2010 Constitution and are run by elected governments which are mandated to serve the local people. There are several functions which have hitherto been devolved to Counties by the national government. Besides security issues, other functions previously centrally run by the national government have been devolved partly or fully. In light of this, Counties across the country have drafted strategic plans which are the blueprints of ensuring effective service delivery and development in Counties. Nyandarua County is one of the Counties that have so far developed a County Integrated Development Plan (CIDP) which in general terms is a strategic plan that should run for five years in this case it should run between 2013 and 2017.

In Ouko (July,2015) report on development fund absorption, Counties like Mandera had spent a whopping Kshs 2 billion on development, less than Kshs 200 millions had been

spent on development and the rest on recurrent expenditure. This is a huge problem given that the Nyandarua constituents are likely to fail to benefit from the devolved funds if the current trend persists. Though development of CIDP is very sound idea its implementation has remained a big challenge. This is authenticated further by the Auditor General's recent report on County governments' level of absorption of development funds report of (July,2015) where Nyandarua County was ranked last (47th) in terms of development funds absorption. For that reason it was necessary to examine the factors influencing the implementation of CIDP in this County with the view of suggesting recommendations which upon implementation may go a long way in addressing the development agenda in Nyandarua County.

1.3 Objectives of the Study

The study was guided by the general objective and a set of four specific objectives as outlined below.

1.3.1 General Objective

To examine the factors that affect the implementation of Nyandarua's CIDP

1.3.2 Specific Objectives

i. To examine the effect of leadership style on the implementation of Nyandarua's CIDP
ii. To analyze the influence of resource allocation on the implementation of Nyandarua's CIDP
iii. To evaluate how organizational culture affects the implementation of Nyandarua's CIDP
iv. To determine the role of stakeholders' influence on the implementation of Nyandarua's CIDP

1.4 Research Questions

i. What is the effect of leadership style on the implementation of Nyandarua's CIDP?

ii. What is the effect of resource allocation on the implementation of Nyandarua's CIDP?

iii. What is the influence of organizational culture on the implementation of Nyandarua's CIDP?

iv. What is the role of stakeholders' influence on the implementation of Nyandarua's CIDP?

1.5 Justification of the Study

Devolution is one of the most important changes that are captured in the Kenya's 2010 Constitution. The primary goal of devolution is to avail services to the public at the grassroots levels and also address the development agenda in Counties across the country. The moneys disbursed to the Counties are supposed to be used for development projects and recurrent expenditure; however, the former should take precedence. It is, thus very necessary to analyze the factors that play a role in the implementation of strategic plans for Counties. To the practitioners in the field of strategic management, the study will be of invaluable importance to them given that they will better understand the issues that touch on strategic plan implementation. The scholars, researchers, authors and academicians in the fields of strategic management and governance will find the findings of this study as an apt reference point when furthering their research and related literary works.

1.6 Scope of the Study

The study was conducted in Nyandarua County whereby the administrative and management employees, members of county assembly and opinion leaders in all the twenty five wards were targeted. The study was guided by four themes to address implementation of CIDP challenges. The four themes included leadership style, resource allocation, organizational culture, and stakeholders' influence. The study was conducted over a four months period starting June to November 2015.

1.7 Limitations of the Study

The study encountered a number of constraints. For instance, some targeted respondents such as members of county assembly and opinion leaders could not be easily reached due to their busy schedules. Time was also limited as the research was an academic paper which was to completed and be submitted within some specific time lines. Being a research on county performance, getting information from the county staffs who were part of the population was not an easy task. Another limitation was finance as the researcher doubled as a parent as well as student. There was also a challenge of traversing the wider Nyandarua which is not fully opened within the stipulated time. Despite all those challenges, the researcher managed to dispense the questionnaires within the available time to the respondents in all the parts of Nyandarua that he/she intended to reach.

1.8 Delimitation.

The researcher dispensed the questionnaire to sub county administrators and sort their support in further disbursement to opinion leaders at the county level as well as to county staff at the sub county. On the part of senior management and members of county assembly the researcher dispensed personally and went back to collect individually.

1.9 Definition of operational Terms

County Integrated Development Plan: It is a strategic plan that outlines the development goals over a period of five years (Nyandarua County Government, 2013).

County government: This is a devolved government that is mandated to ensure members of the public at the grassroots receive the requisite services such as health care. It is also charged with advancing development agenda in Counties (GoK, 2013).

Leadership: It is the process of encouraging and enabling others to enthusiastically strive towards achieving organizational objectives (Okube, 1998).

Organizational culture: This refers to a set of assumptions, values, norms and symbols

of an organization (Janacijevic, 2012)

Resource allocation: This refers to the disbursement of people, expertise, physical facilities and finances to various sections or departments of projects (Wernham, 2004)

Stakeholders: These are employees, managers, directors, customers, suppliers, government agencies, unions, activists, and the local community amongst others (Freeman, 1984).

Strategic plan: It is a tool that describes how an organization continually responds to changes by reinventing itself in order to accommodate any arising change (Cook, 2005).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the review of concepts, theories and empirical studies touching on factors that affect the implementation of strategic plans. In particular, the review attempts to narrow down to County Integrated Development Plans (CIDP). Lastly, the chapter outlines the conceptual framework.

2.2 Theoretical Review

The study reviews and discusses a number of theories that include resource-based view theory, stakeholders and the balanced scorecard.

2.2.1 Resource-based View Theory

From resource-based view, resources are important unit of analysis to understand a firm's strategy. These resources develop organizational capabilities; heterogeneity and immobility. Resources also define an organization's competitive advantage in an industry. Sustained competitive advantage reward superior economic and financial performance. The currently dominant view of business strategy resource-based theory or resource-based view (RBV) of firms is based on the concept of economic rent and the view of the company as a collection of capabilities. This view of strategy has a coherence and integrative role that places it well ahead of other mechanisms of strategic decision making (Kay, 2005). Its current prominence is reflected not only by its dominance in the academic journals but also by its inclusion in leading strategic texts which warrants the conclusion that it is widely taught to students and practitioners in undergraduate, masters' and executive programs.

The theory was developed by Wernerfel (1984) and later advanced by Barney(1991).The theory exemplifies how resources can be maximally mobilized and optimally utilized by an organization. The theory acknowledges that scarcity of resources and the countless uses of those

resources. RBV further affirms that organizations ought to formulate and implement their strategies subject to the available resources. It is asserted that it would be appropriate to use RBV as a guide towards strategy development (Lynch & Baines, 2004).According to scholars, the RBV approach can be adopted where there is competition. The RBV uses firms' internal characteristics to explain firms' heterogeneity in strategy and performance. Resources are firm's accumulated assets, including anything the firm can use to create, produce, and/or offer its products to a market.

The RBV theory contends that, the primary sources of sustainable competitive advantage are dependent on the development and use of valuable organization's resources and capabilities. This argument is founded on the premise that when resources are valuable, scarce, and costly to emulate without any close substitutes, they are then said to have generated sustainable competitive advantage. It is argued that resources become valuable due to social complexity (Grant, 1991); a common phenomenon in Counties. Complex needs of the various social set-ups in the County stiffen the competition for resources. Counties strive to outdo each other in different facets particularly in terms of development. As Barney (1991) noted, a County such as Nyandarua can have the capacity to outperform other Counties if and when it has unique interplay of human, organizational, physical, and financial resources over time.

2.2.2 Balanced Scorecard

The balanced scorecard is a model that was developed by Kaplan and Norton (2001). It is one of the frameworks that could explain the implementation of strategic plans such as the CIDP. As Kaplan and Norton noted, the balanced scorecard aims at communicating and implementing strategic plans. Kettunen (2010) opined that the scorecard can be employed to plan strategies. It is also likely to mitigate evaluation of strategic plans on subjective judgments of various persons. In addition, it is postulated that the balanced scorecard outlines a framework to integrate the strategic planning and also meets the requisites that the strategic planning can display (Kotha & Swamidass, 2000).

According to Huotari and Iivonen (2010), the balanced scorecard can be used to measure the implementation of strategic plan across various dimensions of an organization such as financial resources, internal processes, customers and human resources. The authors

noted that, the measures are balanced amongst the external measures, customer measures, financial measures, internal processes measures, and learning measures. All these measures are argued to drive future performance of an entity. It is further asserted that the scorecard presents vital information from various points of view in a balanced combination. Moreover, it is noted that the balanced scorecard could be employed in evaluating strategic plans in spite of it not having been used in the strategic planning (Kibachia, Iravo & Luvanda, 2014).

2.2.3 Stakeholder Theory

R. Edward Freeman is the proponent of stakeholder theory. Although Freeman himself credits several bodies of literature in the development of his approach, including strategic management, corporate planning, systems theory, organization theory, and corporate social responsibility.

A related field of research examines the concept of stakeholders and stakeholder salience, or the importance of various stakeholder groups to a specific firm. More recent scholarly works on the topic of stakeholder theory that exemplify research and theorizing in this area include Donaldson and Preston (1995), Mitchell, Agle, and Wood (1997), Friedman and Miles (2002), and Phillips (2003). Donaldson and Preston argue that the theory has multiple distinct aspects that are mutually supportive: descriptive, instrumental, and normative. The descriptive approach is used in research to describe and explain the characteristics and behaviors of firms, including how companies are managed, how the board of directors considers corporate constituencies, the way that managers think about managing, and the nature of the firm itself. The instrumental approach uses empirical data to identify the connections that exist between the management of stakeholder groups and the achievement of corporate goals. Derivatively legitimate stakeholders (those whose stakeholder status is derived from their ability to affect the organization or its normatively legitimate stakeholders).

Chew and Gillan (2006) argue that Stakeholder Theory does not provide single corporate objective, but directs managers to serve many "Masters". They went further to point out that without the clarity of mission provided by a single valued objective function; companies embracing stakeholder theory will experience managerial confusion, conflict, inefficiency and perhaps even competitive failure of the firm or organization. The

stakeholder theory focuses on individual whose interests are directly affected by the activities of a firm.

2.3 Empirical Review

The empirical studies that have so far been conducted on issues relative to factors affecting strategic plans such as CIDP are reviewed. The review follows a funnel approach where the global and regional studies are reviewed prior to reviewing local studies.

2.3.1 Leadership/Management

Every manager in their management and operations use a particular leadership style. This style is actually a set of his behaviour patterns that frequently occurs during the constant organizational working and others know him by it. Managers of the organization cooperation with the staff, the leadership style of these managers has a significant impact on staff morale. And consequently, the staff morale will have affect on their performance (Shirzad , Kebriya & Zanganeh, 2011). However, over the years, leadership has been a major topic between the researchers but dramatic social changes that have occurred over the past two decades makes the issue of leadership and its relationship with other organizational factors more remarkable (Duckett & Macfarlane, 2003).

Leadership is the process of encouraging and enabling others to enthusiastically strive towards achieving organizational objectives (Okube, 1998).The author further posits that good leadership ought to embrace the principles of management that advocate for continuous improvement. It is argued that the effectiveness of an organization can be achieved when there is strong instructional leadership (Lezotte, 2001). Bryson (2005) complemented this assertion when he opined that institutional leaders ought to see their mandates as opportunities to propel their organizations forward. The style has been composed of four dimensions of ideals influence, inspirational motivation, intellectual stimulation and individualized consideration (Storey, 2004).On the same note, Bryson observes that the failure to be cognizant of the leaders' expectations is likely to occasion a situation whereby institutional administrators believe that they are more tightly limited in their actions that they actually are. More so, it is asserted that leadership is the most

vital component of total quality management (TQM) since it appears everywhere and requires the management to provide an inspiring vision, make strategic decisions understood by all stakeholders, and also to inculcate values that guide the subordinates (Padhi, 2004).

Chemwei, Leboo and Koech (2014) examined factors that impede the implementation of strategic plans in secondary schools in Baringo District, Kenya. They focused on the leadership style which they noted that, there are several leadership factors that derail the successful implementation of strategic plans. The aforementioned factors included management and coordination, implementation procedures, conflicting roles, and communication of the organization's vision among others. The study indicated that 45 per cent of the respondents concurred that failure to communicate the organization's vision by the school's leadership was a crucial barrier to strategy implementation. More so, the study established that 59 per cent of the respondents at least admitted that conflicting roles was an impediment to implementation of the strategic plans. However, the respondents were rather indifferent whether or not implementation procedures impeded the strategic plans' implementation.

Another empirical study was conducted on the challenges affecting implementation of strategic planning in management of secondary schools in Kiambu County (Kisembe & Were, 2014). The study established that the school's leadership played a pivotal role in the implementation of strategic plans in the aforesaid County. To this effect, it was recommended that training of staff was necessary in fast-tracking the implementation of the strategic plans in order to enhance the management of these organizations.

2.3.2 Resource Allocation

Wernham's (2004) study indicated that resources such as people, expertise, physical facilities and finances must be sufficient in order to facilitate strategy implementation. In the same light, it is believed that provision of adequate resources influences strategy implementation (Mashhadi, Mohajeri & Nayeri, 2008). In addition, Khan and Khalique (2014) conducted a holistic review of empirical studies of strategic planning and future research avenues particularly in Malaysia. In the study, planning is argued to describe the process of preparing ways of employing resources more economically and efficiently

with the object of enabling an organization achieve its objectives. On the other hand, strategic management involves specifying an organization's vision, mission and objectives and ultimately allocating resources to achieve the set objectives.

To ensure the firm's resources are not wasted, the organization must be able to come out with an effective budgeting system. This is important as it ensure that the outputs produced and services delivered achieve the objectives. According to this theory, a good budgeting system must be able to addresses the efficiency and effectiveness of the organization's expenditure. A good budget is determined by the level of income of the organization (Robinson, 2009). Stillman II (2010) describes budgets as political documents reflecting through the allocation of funds, the ultimate desires, interests and power of various groups within the body politic as expressed by elective legislative bodies. In setting up annual budgets, various political participants engage in log rolling comprises and bargains to create a document that by and large mirrors the current priorities of locality, state or nation.

Budgets are termed as political because first and foremost, they reflect choices about what services the government should provide and what the citizens are entitled to as members of society and determine who gets what. They also reflect the relative proportion of decisions made for local and constituency purposes and for efficiency, effectiveness and broader public goals and in relation to this it portrays the degree of importance legislators put on satisfying their constituents and legislators willingness to listen to interest group demands. Government redistributes wealth upward or downward through the tax system, therefore reflecting the relative power of different individuals and organizations to influence budget outcomes. It provides a picture of the relative power of budget actors within and between branches of government as well as the importance of citizens in general and specific interest groups.

In all these ways public budgeting is political and as such, an important and unique arena of politics because of the specific policy issues reflected in the budget, scope of government and wealth distribution. Commonwealth secretariat (2002) acknowledges that pressure for change within the public service Budgets on the other hand provide a powerful tool of accountability to citizens who want to know how the government is spending their money and if government has generally followed their preferences, hence

linking the citizens' preferences with the governments' outcomes. Similarly, the budget reflects how the organization has to put proper controls that ensure that the budget is properly maintained and allocated.

A firm that is able to run its operations efficiently is able to allocate more revenues for the organization. This is achieved through cutting costs in order to increase the quality of goods and service offered by the firm. However, if an organization has lesser income they might have to find a way to fund their estimated budget by borrowing and tax restructuring (Robinson and Last, 2009). The study observed that, adequate employees were required for any strategic plan to be effectively implemented. It was further revealed that there is often inadequate budgetary allocation to the implementation process of strategic plans. This coupled with inadequate human resources and insufficient skills amongst the employees proved to be a major hindrance to strategy implementation. Bitange, Kipchumba and Magutu (2010) observed that successful institutions depend on the quality and commitment of their human resources in implementing the formulated strategies.

The resources contextualized in this study included budgetary allocation, tie and human resources. The study found out that resource allocation was second to organizational leadership in determining the implementation of strategic plans. Yet against this backdrop, the study revealed that these institutions faced inadequacy of resources, idle capacity occasioned by poor flow of resources, and underfunding of capacity building. In this respect, it was advised that resources should be adequately availed to capacity building, implementation activities and tasks in tandem with the organizational structure.

Kibachia, Iravo and Luvanda (2014) surveyed risk factors in the strategic planning process of parastatals in Kenya. The survey revealed that the government plays a crucial role in the implementation of strategic plans through allocation of requisite resources. From a political perspective, the authors argued, the government formulates the necessary policies that will facilitate the efficient distribution and allocation of resources in order to enhance the people's welfare.

The study further affirms that the government is involved not only in resource mobilization and allocation, but also disbursing those resources for various expenditures. Such expenditures include productive capital investment which generates future income,

socio-economic services like health and education, and non-productive forms of government consumptions like security. According to Kibachia et al (2014), the government allocating resources to either productive or non-productive consumption has huge policy implications. This is based on the premise that socio-economic development of a country is pegged partly on how the scarce resources are allocated and employed in various sectors of the economy.

2.3.3 Organizational Culture

According to Azhar (2003) organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated. Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs on the other hand are the assumptions about the reality and created by experience. Robbins (1986) on the other hand, defines organizational culture as a uniform perception of an organization which has common characteristics. Organizational culture, according to the author is something descriptive and effectively it can distinguish one particular organization from another. It can also integrate individuals and groups of organization systems.

Organizational values and beliefs refer to the common ideas about what the shared goals of an organization are, what types of behaviour should the members of an organization follow in order to achieve the common goals of an organization. These organizational values in turn form out the standard norms and guidelines for the organization that makes it distinct from others. Organizational culture is also defined by Schein (2004) as a pattern of shared assumptions that have been accepted by a group of individuals as they solve their problems. Because they have used these assumptions to solve their problems and it worked effectively they accepted these assumptions as valid and thus they teach these assumptions to the newly joined members of the organization as standard ways of thinking, perceiving and approaching towards the problems.

Organizational culture is a phenomenon that is shared by the members of an organization and operates unconsciously. Hofstede (2006) on the other hand explains the organizational culture in the form of onion that contains a number of layers and values that make the core of the organizational culture. Importance of organizational culture to the success of the organization has been stressed by numerous researchers. For instance, according to Azhar (2003) corporate culture can determine the success of the organization, in other words, good companies are distinguished from bad ones based on their corporate cultures. The author further states that successfully managed companies usually have distinctive cultures based on which they are responsible for successful implementation of their strategies. Each organization has its unique culture that has powerful influence in the employees of the organization and the management team and therefore, it can be one of the most effective means of improving the overall performance of the organization.

Although it is something intangible, it plays a significant role in the shaping the success of the organization and has great influence on the employees. It is difficult to say that the organizational culture guarantees the success of the company but the companies with strong corporate culture always have more chances to become successful than their competitors (Jarratt and O'Neill (2002). Janacijevic (2012) analyzed the influence of organizational culture on organizational preferences towards the choice of organizational change strategy in Bulgaria. The author asserted that the assumptions, values, norms and symbols that characterize organizational culture affect how members of an organization view and interpret the reality within and around their organization.

In this respect, organizational culture is perceived to impact on organizational changes. That is, linking organizational culture and change strategy will enhance the efficiency of the change process. According to Mashhadi et al. (2010), organizational culture plays a fundamental role in the implementation of strategy. This culture encapsulates a complex pattern of beliefs, expectations, attitudes, ideas, values and set of behaviours that are shared by the members of a given organization. Organizational culture reflects a set of vital assumptions that the aforesaid members share in common (Pearce & Robinson, 2006).

Empirical examination on organizational relations indicated that the promotion of an innovation enabling culture demands the support and involvement of senior leaders of an organization (Vera & Crossan, 2004). In the same light, Farson and Keyes (2002) opined that leaders should be engaged by expressing interest in other stakeholders' input by expressing support and giving necessary feedback. They should also be collaborative instead of being dictatorial and controlling. In a nationwide survey of managing directors and chief executive officers of manufacturing firms in the United Kingdom, O'Regan and Ghobadian (2005) noted that a change in strategic planning, leadership and organizational culture can bridge the gap between technologically advanced firms and low technology firms in facing the external environment.

An empirical investigation was conducted on the relationship between organizational culture and strategy implementation. The study involved a sample of 136 members of Iranian Kafarian Bank. The results of the study confirmed that there exists a relationship between typologies and dimensions of organizational culture and dimensions of strategy implementation. Moreover, it was found out that flexible organizational cultures are strongly attached to policy formation and structural factors in strategy implementation. Chemwei et al.'s (2014) study outlined three factors associated with organizational culture and which have an influence on the implementation of strategic plans. These factors include clarity of vision, ownership by strategic plan implementers, and ownership of the implementation process by the management. The authors noted that indeed lack of ownership by implementers, unclear vision and lack of ownership by the management hindered the implementation of strategic plans. Generally, cultural factors were found to affect the implementation of strategic plans.

Abok's (2013) investigation of NGOs in Kenya revealed that there exists a strong relationship between organizational culture and implementation of strategic plans. The author further noted that NGOs were going an extra mile to illustrate the crucial role played by organizational culture towards their success. The study's findings tallied with Awino's (2007) study results that indicated that successful organizations attribute their status to a strong culture that runs through their ranks and systems. Abok emphasizes that

a great culture is one that embraces creativity, innovativeness and competition; such culture impact positively on the implementation of strategic plans.

2.3.4 Stakeholders' Influence

Stakeholders are individuals or organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project implementation or successful project completion (PMI, 2000).Stakeholder Management helps ensure successful change. It helps managers access and manage the environment around the planned programme and brings out the interests of the stakeholders and identifies potential conflicts to assign a level of risk or challenges to the programmer's success. It also helps identify existing relationships between stakeholders that can be leveraged to build coalitions and potential partnerships that go on to build valuable trust and collaboration among the stakeholders (Llewellyn, 2009). Involving stakeholders in a participatory analysis and decision making around community and project development issues an important operational method (Chikati, 2009).

It is asserted that stakeholders could be either internal or external. Internal stakeholders may include employees, managers, and directors while external stakeholders refer to customers, suppliers, government agencies, unions, activists, and the local community amongst others (Freeman, 1984).Johnson and Scholes (1999) describe stakeholders as people, groups or institutions like suppliers, customers, shareholders, financiers, or local communities who are bent to be affected by an organization's propositions and interventions. Freeman further argued that the aforementioned stakeholders must have some form of involvement in the implementation of strategic plans. According to Johnson, Scholes and Whittington (2008) there is a mutual relationship between an organization and its stakeholders. This implies that the two entities mutually depend on each other.

Kisembe and Were's (2014) study on challenges that affect implementation of strategic planning indicated that stakeholders are crucial in the implementation of strategic planning and management of secondary schools in Kiambu County, Kenya. It is inferred that, in order for strategies to succeed, the vision outlined in the strategic plan ought to be

effectively communicated to all stakeholders (Chemwei et al., 2014). The scholars further underscore the importance of all the stakeholders having technological knowhow in order to mitigate resistance from the employee and any interested party in the quest for development. It is further emphasized the education institutions have many stakeholders whose interests must be addressed by the strategic plan. In this respect, Omboi and Mucai (2011) observed that the stakeholders ought to participate in the strategic management process.

It is observed that stakeholders of every organization are very important to it, since without them, the entity cannot exist. This implies that the very existence and success of institutions is subject to how well they acknowledge the role played by their stakeholders. It is from this perspective that it is postulated that, the aim of strategic planning is to assist organizations in establishing priorities and also to better serve the needs of the stakeholders (Kisembe & Were, 2014). According to these authors, all stakeholders should participate in the drafting of the strategic plans in order to mitigate possible resistance to the implementation of the plans from them. To this end, it was revealed that involvement of stakeholders significantly influenced effective management of secondary schools.

Commonwealth secretariat (2002) acknowledges that pressure for change within the public service must be matched by outside pressure and this requires a public that is confident in its dealings with the public service and a public that knows the standards of performance that the service has set for itself. Similarly Pierre and Peters (2011) argue that the government should have capability of collecting information on preferences of electorate, in the absence of which it would be difficult to allocate resources efficiently.

International government and non-governmental agencies realized more and more that the main reason of many unsuccessful development projects was and still is the lack of active, effective and lasting participation of the intended beneficiaries.

Community participation is an important aspect of the vision 2030, because, the critical cornerstones of the social and economic pillars is devolution. It is anticipated that policy-making, public resource management and revenue sharing and as especially as devolved funds become key drivers of development communities will need to be actively engaged so that there is better targeting of resources. In addition to this, there is also a need for a

dependable and enhanced consultation and information sharing process in the budgeting, implementation and monitoring and evaluation aspects in development projects. (Barasa and Eising: 2012) Johnson, Scholes and Whittington (2006) explain that the owners of an organization are not only those who have a stake in it and hence interaction between the organization and other stakeholders should be enhanced and the greater it is, the more will new ideas and innovations be received.

The stakeholders would comprise of Institutional shareholders such as asset managers of pension funds, bankers, suppliers, employees, community within the vicinity and the customers. In conclusion therefore, they advocate for managers to be conscious of the financial impact of the strategies implemented on various stakeholders.

Similarly, in their book (Barasa and Eising: 2012) quotes Butterfoss et al who postulates that people only participate in processes that are beneficial to them, and in instances where the benefits outweighs the costs that are entailed. The benefits include networking opportunities, access to information and resources, personal recognition, skill enhancement and a sense of contribution and helpfulness in solving community problems. On the contrary the costs they would be required to incur would include contribution of time required plus the skills and resources.

Thus a balance needs to be made so that any effort towards community participation in local governance has a net benefit for participants Although a small percentage of the corporate sector indicated having being requested to submit their budget proposals, they were rarely invited for discussions on such proposals and their incorporation into the national budget was minimal. Consequently it is therefore important that advocacy, capacity building and network development at all levels of the budget phases be given high priority, since lack of or late communication from the treasury to the stakeholders was cited as the major challenge in public participation. (Mwenda and Gachocho 2003).

(Barasa and Eising: 2012) in their book quotes a report from World bank 2005, where it was observed that there is always a tendency to involve only a well behaved groups such as professionals, NGOs and allies who will not question the activities being undertaken, thus leading to misplaced projects and a displeased community. Despite this, very low priority is given to community participation vis-a vis other activities, as well as the information feedback system hence posing challenges to the public participation process.

Eduardo, Camargo and Marcelo (undated) in their report indicate that the city hall of Porto Alegre in Brazil engages it's community in debate and consultation process, through which they define and decide on amounts of income and expense, as well as where and when the investments will be done, which are the priorities and which are the plans and actions to be developed by the Government. The Participative Budget helped to avert corruption and mishandling of public funds, and it has provided efficient spending with results in public works and actions of great importance for the population.

The Participative Budget has also proved that the intention of having effective tools of participation and the commitment of the Government in doing whatever the population decides is essential to cut the chains and the bureaucratic barriers that separate the society from the State, forming an active and mobilized citizenship.

Abok (2013) examined the factors that affect effective implementation of strategic plans in non-governmental organizations in Kenya. The study identified stakeholders as one of the major determinants of effectiveness of strategic plan implementation. Abok's study indicated that 89.8 per cent of the surveyed non-governmental organizations (NGOs) embraces the involvement of stakeholders" for checks and balances" due to the argument that they are the consumers of the contents of strategic plans. The scholar's findings concurred with previous empirical studies that pointed out that stakeholders are indispensable specifically during the implementation of the strategic plan (Pearce & Robinson, 2004; Arasa, 2008). Abok, therefore, inferred that there is great essence if consulting stakeholders during the drafting of the strategic plans.

2.3.5 Implementation of CIDP

The County Integrated Development Plan (CIDP) is the primary strategic plan around which a County's development agenda is outlined in tandem with the Constitutional dispensation. Each of the 47 Counties in Kenya is expected to have a CIDP in place and the necessary organs of the County government are anticipated to ensure that it is implemented. Against this backdrop it is essential to examine the factors that influence strategic plan implementation. It is acknowledged that strategies frequently fail not due to poor strategy formulation, rather because of challenges in the implementation stage (Li,

Guohui & Eppler, 2008). The authors, however, lament that many studies focus on strategy formulation while strategy implementation has received little attention.

There are nine crucial factors associated with strategy implementation. These include strategy formulation process, strategy executors, organizational structure, communication activities, level of commitment for the strategy, consensus on the strategy, relationships amongst various departments and different strategy levels, implementation tactics, , and the administrative system put in place (Li et al., 2008). According to Waihenya (2014) there are a number of factors that determine adoption and implementation of strategic planning. These include resources, organizational factors, and strategic leadership factors. In particular, the author identified strategic leadership factors as the most vital drivers of strategic planning adoption and implementation.

Kibachia et al. (2014) posited that up to 70 per cent of strategic plans fail to be implemented by the respective institutions. The authors examined some of the challenges that the Kenya Bureau of Standards (KBS) face in the implementation of its strategic plans. The study findings indicated that the strategic planning process has been facing risk factors such as funds inadequacy, and failure to involve stakeholders in the entire process of strategic planning. It is asserted that coordination play a leading role in determining the performance of any organization. For instance, advised to achieve a consensus and cooperation in order for them to gain compliance and acceptance from managers to successfully implement strategic plans (Ambrosini & Bowman, 2003).

Hardly are there any empirical studies that have focused on the implementation of CIDPs in Kenya. This is founded on the fact that CIDPs came into place quite recently and is conceptualized that firms that have effectively embraced strategic planning, record better performance compared to those that have not. David (1997) argues that firms record improved performance once they effectively embrace strategic planning. Carrying out the various steps in the strategic planning process is expected to facilitate the realization of organizational effectiveness. By defining a company's purpose and goals, strategic planning provides direction to the organization entirely that is in 2013. The foregoing understanding has necessitated carrying out this study. This enhances Coordination and control of organization activities. The linkage between strategic planning and

organizational performance needs analysis to get a better understanding on how strategic planning is applied in practice and how it will improve organizational performance. Strategic planning often fails due to problems or barriers encountered at the implementation stage. Mixed evidence about the relationship between strategic planning and organizational performance makes the debate about its effectiveness as a tool of strategic management an ongoing one (Wagner, 2006).

Byrson (1989) argue that strategic planning assists in providing direction so that organization members may know where the organization is heading to and where to expend their major efforts. It guides in defining the business the firm is in, the ends it seeks to achieve and the means it will use to accomplish those ends. The process of strategic planning shapes a company's strategy choice through the use of systematic, logical and rational approach.

It reveals and clarifies future opportunities and threats and provides a framework for decision making. Strategic planning looks ahead towards desired goals. Strategic plan defines performance to be measured, while performance measurement provides feedback against the planed target (Dusenbury, 2000). Strategic planning applies a system approach by looking at a company as a system composed of subsystems. It permits managers to look at the organization as a whole and the interrelationships of parts.

It provides a framework for coordination and control of organization's activities, decision-making throughout the company and forces the setting of objectives, which provides a basis for measuring performance (Arasa and K'Obonyo, 2012). Kotter (1996) argues that the strategic planning process can be used as a means of repository and transforming the organization. Thompson In sequential theory of decentralization, decentralization is defined as the process where governance responsibilities, resources, and authority is transferred from higher to lower levels of government so as to enhance public participation in the way they are governed and how resource due to them are shared and utilized (Brinkerhoff, *et al.,* 2007).

Cheema and Rondinelli (2007) describe decentralized systems as framework at the sub-national level that enable the public to engage in policy formulation, implementation and monitoring. Cheema and Rondinelli (2007) argues that public participation in budgetary enables citizens to organize themselves and participate in the budgetary planning,

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formulation, and implementation in regards to issues they consider of vital importance to them. According to Van Speier (2009), Public participation in budgetary process is the act of giving a voice to citizens so as to accord them an opportunity to influence the making, implementation, monitoring and evaluation of budgetary decisions that concern their socio-politico-economic wellbeing.

This is also done to enhance citizen's ability to demand accountability, and transparency from their local leadership. Brinkerhoff, *et al.,* (2007) suggests that the benefits of public participation in budgetary formulation are optimized when both the public voice is institutionalized through systems and structures. To ensure this is done, public participation mechanisms like public hearings, town hall meetings, and direct community engagements involvement, participatory planning and budgeting should be enhanced (Esonu & Kavanamur, 2011). There are different mechanisms through which public participation can be enhanced. According to John (2009), public participation in budgetary formulation can be directly or, indirectly. Direct participation is where the public ability and awareness on budget formulation is enhanced so as to enable the public participate individually or in various forms of self-organization. Similarly, indirect public participation is where public is a situation where local communities or citizens within decentralized units participate in budget formulation through their elected and other representatives (Robinson, 2007). The main goal of public participation is to enhance interaction of the citizens and the state in decision making, and to increase public participation and proximity to government institutions, planning and utilization of resources through budgeting (Wachira, 2010). To enhance these structures and systems for public participation in budgetary formulation, literature review for this study looks at how levels public participation enhances public participation in budgetary formulation. According to Robinson (2007), levels of public participation is defined as the degree to which citizens of devolved units actively engage the governance system, and decision making structures so as to influence how they are to be governanced, or how resources attributable to the citizens are accrued, planned for , and spent. According to Young (2008), public participation in budgetary formulation can only be enhanced through institutional frameworks. If the publics institutional analysis is perceived to address their social-economic and cultural issues, then the public will engage (Esonu & Kavanamur,

2011). The level to which the public engages and endorses the structures of participation is directly related to the perception of goodness of fit of the structures and mechanisms. In retrospect, this establishes the level at which the public will engage the local or national governance in budgetary formulations and planning (Von Korff, *et al.,* (2010).

Frey et al., (2004), and Moller *et al.,* (2006), argue that human motivation is central tenet in establishing relationship between governance structures, systems and levels of public participation. Similarly, Deci and Ryan, (2008) contends that human beings are creatures of habit whose function is based on level of motivation. Further, they argue that for the public to engage actively in any civil, or governance process including budgetary process, they have to feel that the engagement process actually fulfils their needs. Therefore, it is extremely essential of decentralized units to establish and link benefits of budgetary planning and formulation to public participation (Esonu & Kavanamur, 2011)

Equally important, Ostrom (2009), argues that public participation requires an environment that precipitates desire for engagement in decision making, and also an environment that guarantees the public's inherent psychological need for procedural justice, self-determination, and fair involvement. According to Aref and Redzuan, (2009) institutional acceptance by the public determines whether they will engage with the articulated public participation process. In devolved units public participation indicates acceptance of the structures and systems (Young, 2008). However, according to Ostrom (2009), structures and systems in themselves do not constitute acceptance, rather the extent to which opinion leaders inspires acceptance. Ostrom (2009) further argues once opinion leaders at a national level and elected leaders enhance the zeal of local citizens in devolved units to participate more fully in planning and implementation budget resources at the local level. Yang (2008) contends that devolved system framework for public participation must ensure effective involvement of citizens in the local affairs. Further, Yang (2008) argues that for public participation to be effective, citizen's participation mechanisms should be matched to the local social–ecological context to which the citizens belongs in order to establish the goodness of fit in defining what participation means. According to Deci and Ryan, (2008) the level of public participation therefore will be to the degree that the public perceives participation as goodness fit. Ostrom (2009), Aref and Redzuan, (2009), and Robinson (2007), equally argue that citizens

subjective definitions of participation by local devolved units does influence the level their participation in budgeting within the units. Aref and Redzuan, (2009), contend that factors such as cultural norms on decision-making such as class, gender and education levels influence levels of public participation.

Ostrom (2009) in his institutional framework analysis on research done on social–ecological diagnosing of participatory fit argues that the study of public participation within decentralized units can only elevate levels of participation if social cultural, and economic tenets are synchronized to address the needs the public it is endearing for budgetary participation. According to Arnstein's (1969) classic on the ladder of citizen participation, educational pamphlets, attitude surveys, and public hearings do not constitute public participation. The argument behind this assertion is that attitude surveys, education pamphlets, and hearings do not provide direct citizen control over the participation process of budgetary planning, formulation and implementation. Arnstein (1969), and IAP2 (2007) research on taxonomy of self-governance argue that constitute public participation can only be executed through direct representation or delegated representation on boards, and other types or arrangements of shared decision-making.

Equally, Andrade and Rhodes (2012), argue that the true forms of public participation must give citizens more direct decision-making control, with a structural system that is fair to enhance the participation. Andrade and Rhodes (2012), equally contend that measuring high levels of participation in budgetary formulation from a psychological standpoint, does not necessarily translate into actual participation since the reliability of human motivation in public participation must be measured at different levels. Although most of the literature available on strategic management deals with the business world, some parallels can be drawn between the business sector and education sector. Tsiakkiros & Pasiardis (2002) gave the similarities as follows. First, the two sectors try to make a profit but the type of profit differs in both Two, both have limited resources yet they have unlimited needs and must allocate resources after putting their needs in a sequence of priority; Three, both compete for clients and resources and lastly, both have clients who demand for more satisfaction. The schools get resources from government, parents, donors and other income generating projects to implement the projects they identify. These resources are hardly enough.

Perrot (1996) argued that if the public sector is to meet their challenges, they must look up to private sector for guidance. The private sector has benefited in formulating strategic plans and schools can enjoy the same benefits. Ngware et al. (2006) proposes that for teachers to provide quality education they must be well qualified and motivated. Bell (2002) proposes that teachers must be proactive and seek to influence the external environment and deploy resources to influence it. This may call for teachers to formulate appropriate strategies meant to realize set goals. A lowly motivated staff may avoid such strategies or absent themselves during the time of strategy formulation (Bennell, 2004). Absenteeism has theoretical basis from Herzberg theory (1966) and worker's-adjustment- to equilibrium strategy (Allen, 1981). According to Herzberg, absenteeism may be linked to job dissatisfaction with terms and conditions of employment such as supervision, organizational policies, salary, job security, interpersonal relationship and physical environment.

Ngware et al. (2006) argues that if teachers are taken for training to increase their skills they will be motivated and especially if they are given a chance to put their skills to practice. This makes them feel part of the decision making process when they are allowed to sit in committees to formulate the strategic plans.

Funds should also be available to train the teams so that each can know the responsibilities and expectations (Jackson, 2005). Funds are critical during the data collection stage when collection of information from the environment is required. It may involve traveling, holding meetings, or publishing tools for communications such as pamphlets and fliers. Upon formulation, money is required for implementation. A plan should not be formulated if it cannot be implemented. Recklies (2008) is of the opinion that only the programs which yield highest returns should be funded after the key action areas have been identified. In a secondary school, the money comes from the government funding/ government grant, parents' contribution, income-generating projects within the school, donors, and bursary.

The top school leadership in a school includes the Board of Governors, Parents Teachers Association and the school Principal. They give leadership and vision to the organization. The Principal has for a long time been expected to offer leadership on matters of quality improvement in schools (Ngware et al., 2006). This view has however been challenged

by some scholars. Bell (2002) is of the opinion that a school principal cannot offer leadership on school vision since it is a collective responsibility of all stakeholders. He further argues that successful planning must include the three levels of management in the school. A study done by Leggate & Thompson (1997) found that the Principal was regarded as key player in strategy formulation. A contradiction is revealed when Giles (1995) found out that the strategic planning process was highly dominated by principals and their deputies. It can be said that although the Principals are instrumental in leading the process, they need the input of all the stakeholders. Another perspective of support by top management is looking at the period that they have stayed in the school. If a Principal has worked in a school for a long time, he/ she can have the opportunity of engaging the others to formulate the strategic plan. Leggate & Thompson (1997) are of the opinion that if a person only works in a school for a very short period, he may not have an impact in formulating the strategic plan. Transfers by the government from one school to the other bring about this challenge. The top management should be able to convince the parents on the rationale for spending money to formulate a strategic plan since they have the duty to safeguard public interest and give guidance to the stakeholders (Ngware et al., 2006). The government has a critical role to play in strategy formulation. It is the government that formulates the school curriculum and the broader education policy. Currently, the government is in the process of implementing the strategic plan for education covering year 2006- 2011. The ministry's strategic plan aforementioned is silent on efforts the government is taking to encourage secondary schools in the country to formulate strategic plans. In some countries, the government has made it mandatory for schools to formulate strategic plans for example the government of Australia has made a guideline of what schools should include in their strategic plan (State of Victoria, 2010). Employee's know-how is useful in formulation of strategic plans and where an Organisation does not have qualified manpower she will be forced to outsource. Drucker (2004), states that the first managerial skill is the making of effective decisions. These decisions help one to know what strategic plan should contain. Davies and Ellison (1998) and Dandira (2011a) is of the opinion that the firm must appoint an executive committee which have a vision and a dream beyond everybody in the organization, and which is driven by results. For the organization to be able to formulate strategies effectively it must have the necessary

manpower who posses effective communication skills, interpersonal skills, professional skills and ability to scan an environment in order to be able to predict future events. Effective communication skills are necessary tools for the leader to pass down the vision to all the employees and relevant stake holders. Dandira (2011a) is of the opinion that communication should cascade from top to bottom of the firm so that all employees are kept in the light on how the strategic plan is being conceived and what is required of them. This means that managers should not hold back any information in their possession which can be helpful in strategic planning. The professional skills are necessary in strategic planning. Sherman, Rowley and Armandi (2007) notes that a common problem experienced in Africa is that people are appointed to positions to which they have no matching professional ability. They cite a case where a former army general (who is used to autocratic style of leadership) is appointed to a position of a university administrator which requires democratic style of leadership. This leads to a mismatch between the personalities appointed with the strategies that can work well for the organization. This problem however may not be very acute in the Kenyan secondary schools since the Principals are appointed from the professionally trained teachers. What may be questionable is whether the appointed principals are people with a vision to propel the school. Employers are required to treat their employees as internal customers who have the ability to give feedback an organizational progress. Dandira (2011b) notes that some board of directors and senior managers go for retreats to make strategic plans without involving their employees. The lower cadre employees may feel left out in formulation and hence they fail to implement the plan effectively. Effective interpersonal skills from top management enable them to involve all the stakeholders to participate actively in the whole process of strategic plan formulation. Continuous learning is very important for any person who wishes to get the skills to scan the environment. Hamid (2008) notes that different people have different ways of acquiring knowledge; some prefer scanning the environment, others reading from the books and internet and others from discussing with their peers. To be able to formulate strategic plans effectively, today's environment requires business minded and innovative employees who after analyzing the environment, can be able to develop strategies that are customer focused. Public secondary schools are not exceptional from profit making bodies. They need to focus on

customer who is the learner. Sherman et al. (2007) notes that transformational leaders should empower employees and instill a sense of commitment and engagement.

2.4 Conceptual Framework

A conceptual framework illustrates the presumed relationship between study variables; particularly the independent and dependent variables as outlined in Figure 2.1. The study is guided by four independent variables which include leadership/management style, resource allocation, organizational culture, and stakeholders' influence. The implementation of CIDP is the dependent variable. Interpretatively, the success of CIDP implementation hypothetically, will depend on leadership/management style, resource allocation, organizational culture, and stakeholders' influence. The Constitution, County Acts and the National government are the intervening variables. In other words, they are other factors that could influence CIDP implementation yet they have not been captured by the study's scope.

Leadership style /Management
- Political leadership
- Leaders' expectations
- Communication
- Coordination

Resource Allocation
- Budgetary allocation
- County government staff
- County finances
- Resources management

Organizational Culture
- Values and norms
- Attitudes
- Ideas
- Creativity/innovativeness
- CIDP ownership

Stakeholders' Influence
- Employees' participation
- Local communities
- National government
- Activists

CIDP Implementation
- Formulation process
- CIDP executors
- County structure
- Commitment level
- Strategic leadership
- CIDP consensus

- Constitution
- County Acts
- National government

| Independent Variables | Intervening Variables | Dependent Variable |

Figure 2.1: Conceptual Framework

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CHAPTER THREE

▼

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology describes the systematic way of solving a research problem. In other words, it outlines how a research study ought to be conducted. In this respect, therefore, this chapter covers the research design, target population, stratified sampling method, research instrument, pilot testing, data collection procedures and data analysis and presentation.

3.2 Research Design

The research design that was employed in this study is a descriptive which involved both quantitative and qualitative approaches. A survey can be defined as a research strategy or method used to collect information about items from a large population (Taylor et al, 2008).This study used questionnaires to collect information. Descriptive survey is a suitable design that allowed many variables to be collected. Some of the features that made the survey a good choice of research design relevant to this study were as follows. First, it is an efficient way of collecting information from a large number of respondents which this study targeted .Secondly; surveys are flexible in the sense that a wide range of information (such as attitudes, perceptions, values, beliefs and past behavior) can be collected. Given the nature of this study a lot of information will be collected ranging from the background information of the targeted population to political leadership.

According to Kothari (2008), a research design is the blueprint of carrying out a research study. A research design emphasized that it should create the basis of the entire research work. Therefore, it is expected to outline the various approaches necessary in solving the research problem, the sources and information relative to the problem, timeframe, and the cost budget of undertaking the research (Rajasekar, Philominathan & Chinnathambi, 2006). It is asserted that the primary object of descriptive research is to provide a precise and valid representation of the variables that pertain to the research topic.

3.3 Target Population

This study was done in Nyandarua County. The county is found in former greater central province before the inauguration of the 2010 constitution of Kenya. It boarders Nakuru County to the South, Nyeri county to the North, Kiambu county to the east and Laikipia to the South. There are five sub counties that make Nyandarua County they are; Ndaragwa,Oljoroorock, Kipipiri, Kinangop and Olkalau..

The target population refers to the population to which the study is limited. The ultimate findings of the study are generalized to this study population. In this study, the target population constituted all the administrative and management staff both top and lower cadre officers, opinon leaders (who included church leaders, members of self help groups, youth leaders and women representatives) and members of county assembly as show in the distribution of population table 3.1 bellow. Therefore, the target population equals 131.

3.4 Sample and Sampling Technique

A sample refers to a proportion of the target population from which the data is collected. The sample was calculated scientifically using Nassiuma's (2000) formula as outlined below.

$$n = \frac{NC^2}{C^2 + (N-1)e^2} \quad \text{Where}$$

n = sample size

N = population size

C = coefficient of variation 21% < CV< 30%

e = error margin 2% < e < 5%

Substituting these values in the equation, estimated sample size (n) was:

$$n \quad = \quad \frac{131\,(0.5)^2}{0.5^2 + (131\text{-}1)0.05^2}$$

n   =   56.95

n   =   57 respondents

Stratified random sampling method was employed to draw the 57 respondents from the target population. This method was necessitated by the fact that the target population constituted different categories of persons, that is, administrative and management staff, MCAs and opinion leaders. Stratified random sampling ensured fair and equitable representation of respondents across all targeted strata.

Table 3.1: Distribution of the population

S/No.	Category	Targeted population	Percentages %	Response rate per categories	Sample Size
1.	Administrative officers	71	54.2%	18	31
2.	Opinion leaders	20	15.3%	5	9
3	Members of county assembly	40	30.5%	10	17
	Total	131	100%	33	

3.5 Research Instrument

Research on views, perceptions, feelings and attitudes is best done using questionnaires and interview schedules (Bell 1995).The data was collected using questionnaires which are self made. Questionnaires are used to collect information from a substantial number of people (Kothari, 1990). They can be used to gather data over a wide area (Kombo & Tromp ,2006). A questionnaire is a suitable instrument because the research is concerned with views, opinions, and facts which can best be collected using it. In the view of Nkpa (1997), a questionnaire elicits responses to certain facts, opinions, beliefs, attitudes and practices.

A research instrument is used to collect primary data from the respondents. Given that the respondents will be drawn from the five sub-Counties of Nyandarua County, a

questionnaire is the most appropriate tool for collecting data from respondents who are geographically widespread (Mugenda & Mugenda, 2009). As such, the study employed a structured questionnaire to collect primary data. The questionnaire was structured in such a way that it captured data pertinent to respondents' demographics and study variables. The instrument contained both open-ended and close-ended questions.

3.6 Pilot Testing

The questionnaire was pilot tested prior to collection of data for the main study. The pilot study was conducted on a few administrative/management employees, MCAs and opinion leaders randomly drawn from the neighbouring Nakuru County. The rationale of the pilot study was to assess the strength and/or weaknesses of the instrument. This was achieved by conducting both reliability and validity tests on the instrument.

3.6.1 Reliability Test of the Research Instrument

A reliable instrument is one that can be employed to collect consistent data from respondents. The most widely acclaimed reliability test is the use of the Cronbach alpha. As such, it was employed to test the instrument's reliability. All the study constructs (leadership/management style, resource allocation, organizational culture, stakeholder influence, and CIDP implementation) returned alpha values greater than 0.7 ($\alpha > 0.7$). Therefore, the instrument was deemed reliable.

3.6.2 Validity Test of the Research Instrument

A valid instrument is one that measures what it purports to measure. An instrument must first be reliable in order for it to be valid. This authenticates the reason of testing an instrument's reliability before assessing its validity. In this study, the content validity of the instrument was determined. This validity was determined by seeking expert opinion of the assigned Kabarak University's supervisors.

3.7 Data Collection Procedure

After the determination of the research instrument's reliability and validity, the next step was collection of data from the respondents. The formal and written consent of the Kabarak University was duly sought. This was followed by a prior visit to the Nyandarua County headquarters in order to familiarize with the targeted respondents. The structured questionnaires were administered to the respondents through the departmental heads. The filled questionnaires were collected from the respondents through the same channel they were issued.

3.8 Data Processing and Analysis3.8 Data Processing and Analysis

The collected questionnaires were thoroughly perused to ensure that only the adequately and appropriately filled ones were considered for the study. The primary data were edited and coded before analysis. The coding and analysis were executed with the aid of the Statistical Package for Social Sciences (SPSS) version 21 software and Statistical Analysis Software (SAS). Analysis was both descriptive and inferential. Descriptive analysis constituted frequencies, percentages chi squire and regression. On the other hand, the study incorporated Linker scale to conduct the analysis whose object was to determine the relationship between each of the independent variables and the dependent variable. The study findings were presented in form of statistical tables. The following regression function was also used to guide analysis of the collected data.

$Y = \beta_0 + X_1 + X_2 + X_3 + X4 + \varepsilon$

Where:

Y $=$ implementation of CIDP.

β_0 $=$ constant (Intercept term)

X_1 $=$ Leadership style

X_2 $=$ Organization culture

X_3 $=$ Resource allocation

X4   = Stakeholder influence

ε =   Error term which is assumed to be normally distributed

$\beta_1, \beta_2, \beta_3, \beta_4$ =   Régression coefficients

3.9 Ethical considerations

These are the principles or standards that protect the rights of participants in a research study. They are actions taken to assure safety and rights of participants are not violated whatsoever. These considerations are therefore usually made to ensure that research involving human or animal subjects are carried out in accordance with high ethical standards. These standards include voluntary participation ,informed consent ,confidentiality of information, anonymity to research participants and approval from relevant authorities such as independent review boards (IRBs) to conduct the research study (Resnik, 2005) .

In this study, participants were voluntarily allowed to participate and prospective research participants were fully informed on procedures ,benefits and risks involved in the research after which they were voluntarily asked to fill informed consent (IC) forms to participate .They were guaranteed of confidentiality of the information and to ensure this was achieved participants were not asked to give their names or indicate anything on the research instruments that could be used to identify or link them to the study documents or reports .This assured their privacy.

Apart from the above ethical standards and principles, permissions from relevant authorities were sought at all levels to ensure that the research was conducted ethically. First of all, the relevant government ministry (Ministry of Science and Technology) were approached to issue a research permit, after which the chiefs and assistant chiefs were approached to issue a permit to conduct the study in their jurisdictions.

The research student also got a letter of approval from the university allowing the student to conduct the study. The instruments to be used was also subjected to high scrutiny by

peer reviews and two experts in the area .This will ensure that the items involved in the study are free from violation of rights of respondents and did not affect them psychologically.

4.0. Operational definitions of variables

This involves description of operations that are used in measuring the study variables (Mugenda and Mugenda, 2006).In this study the independent variable also called the explanatory variable was characterized by demographic factors, leadership, resource allocation, organization culture and stakeholders influence. While the dependent variable also called the outcome was the implementation of county integrated plan. An outline of the study on research objectives, type of variable, indicators, measure, level of scale, data collection methods, data analysis methods is shown on table 3.2.

Table 3.2: Operationalization table

Research objectives	Types of variables	Indicators	Measure	Levels of scale	Data collection methods	Data analysis methods
To assess the influence of demographic factors, leadership, revenue allocation, organization culture and stakeholders influence on the implementation of the county integrated plan of Nyandarua	Independent variable is the demographic factors, leadership, revenue allocation, organization culture and stakeholders influence and the depended	Gender. Literacy level. Conversance level. Leadership. Resource allocation. Stakeholder influence.	How demographic factors, leadership, Resource allocation, organization culture and stakeholders influence the implementati	Nominal. Ordinal.	survey	Quantitative And Qualitative.

county.	variable is the implementation of county integrate plan of Nyandarua county.	Organization culture.	on of the county integrate plan.			

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

Chapter four presents the analysis of the collected data that have been discussed under thematic areas in line with research questions in the study. The thematic areas include questionnaire return rate, demographic information of the respondents, influence of demographic factors, leadership; resource allocation, organization and stakeholders influence on implementation of county integrated plan of Nyandarua county. The chapter also outlines the response rate, respondents' background information after which descriptive and inferential analyses are addressed.

4.2 Response Rate

Out of 57 questionnaires distributed to the respondents in Nyandarua County, only 33 were correctly filled and returned .This was a 57.89% return rate .According to Mugenda and Mugenda (1999), response rate of at least 60% is good, therefore the researcher concluded that the questionnaires were adequate for analysis. Some questionnaires failed to be returned due to lack of cooperation from some respondents, accessibility of certain areas due to time constrains and very many engagements particularly for MCAs and opinion leaders.

4.3 Background or demographic Information of the Respondents

The information concerning the gender, academic qualifications, place of work and the level of conversance with the County Integrated Development Plan (CIDP) is duly presented.

4.3.1 Gender of the Respondents

This section illustrates the distribution of the respondents based on their gender. The results of the analysis are relayed in Table 4.1.

Table 4.1: Distribution of the Respondents by Gender

	Frequency	Percentage	χ^2	Pr> χ^2
Male	20	60.61	1.4848	0.223
Female	13	39.39		
Total		**100**		
33				

The study findings revealed that majority (60.61%) of the respondents were male while female were 39.39% and minority. The interpretation is that majority of the respondents on the research on implementation of CIDP were men hence men had a vantage position over their female counterparts. This is supported by statistical results of the chi-square (χ^2 =1.4848, pr> χ^2 =0.223) in the table 4.1 above. Where the researcher found out that the gender aspect had a significant influence on respondents.

4.3.2 Academic Qualifications

This part outlines the distribution of the respondent's level of education. The findings are illustrated in Table 4.2

Table 4.2: Distribution of Respondents by Academic Qualifications

	Frequency	Percent	χ^2	Pr> χ^2
Diploma	14	43.75	4.5625	0.1022
Bachelor degree	13	40.63		
Post Graduates	6	15.63		
Total	**33**	**100.0**		

The findings as indicated in the table 4.2 above of distribution of respondents by academic level, the findings showed that there were more diploma grandaunts (43.75%) as respondents than any other category of the grandaunts. However, the first degree grandaunts also posted a significantly higher percentage of (40.63%). It was the post graduates who responded list with only 6% of the total respondents. This implied that there is a significant relationship between education level of respondents and the response

rate as shown by chi-square results (χ^2=4.5625, pr> χ^2=0.1022).Researcher found out that the middle class educationist (diploma holders) were the once who had interest on CIDP implementation.

4.3.3 Place of Work

The section illustrates the respondents' place of work, which was either in any of the sub-county as listed below in table 4.3. The results are displayed in Table 4.3

Table 4.3: show distribution of Respondents by Place of Work Category

	Frequency	Percent	χ^2	Pr> χ^2
Ndaragwa	9	28.13	12.375	0.0148
OlKalou	12	37.5		
OlJoroorok	7	21.88		
Kipipiri	3	9.38		
Kinangop	1	3.13		
Total	**33**	**100.0**		

The study findings indicted that of all the sub counties Olkalau had the highest number of respondents with a percentage of (37.5%). However, Ndaragwa (28.13%) and Oljoroorock (21.88%) also had higher percentage of response rate. It was Kipipiri (9.38%) and Kanangop (3.13%) which reported low response rate. According to the chi-square results (χ^2=12.375 pr> χ^2=0.0148) there is significant relationship between place of work and response rate. According to place of work, the researcher found out that Olkalau respondents were the majority hence an indication that majority of those who were involved in CIDP implementation were from Olkalau.

4.3.4 Sub-County Level

The table 4.4 below presents the results in respect to respondents who are attached to county headquarters vis a vis those in sub-county.

Table 4.4 Sub-County Level

	Frequency	**Percent**	χ^2	**Pr>χ^2**
Ndaragwa	9	28.13	12.375	0.0148
OlKalou	12	37.5		
OlJoroorok	7	21.88		
Kipipiri	3	9.38		
Kinangop	2	3.13		
Total	**20**	**100.0**		

The study findings indicted that of all the sub counties Olkalau had the highest number of respondents with a percentage of (37.5%) where the county headquarters are located. However, Ndaragwa (28.13%) and Oljoroorock (21.88%) also had higher percentage of response rate. It was Kipipiri (9.38%) and Kanangop (3.13%) which reported low response rate. According to the chi-square results (χ^2=12.375 pr> χ^2=0.0148) headquarter being in Olkalau had influence on response rate on the Implementation of the CIDP.

4.3.5 Conversance with County Integrated Development Plan (CIDP)

This part outlines the distribution of the respondents in respect of the level of conversance with the CIDP of Nyandarua County. Table 4.5 illustrates the results.

Table 4.5: Distribution of Respondents based on conversance of CIDP

	Frequency	Percent	χ^2	$Pr > \chi^2$
Very high	0.0	0.0	12.4545	0.006
High	1	3.03		
Moderate	6	39.39		
Low	13	18.18		
Very low	13	39.39		
Total	**33**	**100.0**		

The study findings indicated that the respondent who had moderate conversance of CIDP implementation were (39.39 %) and very low were 39.39 % of the respondents, low were 18.18% while high were 3.03%. this shows that there is a significant relationship between response rate and conversance level on the CIDP implementation as the chi-square results (χ^2 =12.4545 pr> χ^2 =0.006) indicate. According to the results above awareness among the respondents on CIDP implementation was moderate.

4.3.6: Role of MCAs in CIDP Implementation

The part outlines the results in regard to the Members of County Assembly (MCAs) involvement or role in implementation of CIDP. The results are illustrated in Table 4.6

Table 4.6: Respondents Distribution by Role

	Frequency	Percent	χ^2	$Pr > \chi^2$
Very high	1	16	14.8788	0.0019
High	2	11		
Moderate	3	3		
Low	4	3		
Very low	1	16		
Total	**33**	**100.0**		

It was found that the respondents who were aware of the role of the MCAs in CIDP Implementation were very high 16% and also very low 16% respectively. This is an indication that the role of the MCAs in the implementation of CIDP is insignificant hence no relationship between MCAs role and the CIDP implementation as the chi-square results (χ^2=14.8788 pr> χ^2=0.0019) indicate. The researcher found out that only the moderate percentage of the respondence were aware of the role of member of county assembly role in CIDP implementation.

4.3.7: Role of Opinion Leaders in CIDP Implementation

This part illustrates the results in respect to the role of opinion leaders in CIDP implementation in the following sub county. The findings are indicated in Table 4.7

Table 4.7 Opinion Leaders' Role

	Frequency	Percent	χ^2	Pr> χ^2
Ndaragwa	18	54.55	7.8182	0.0201
Ol Kalau	10	30.3		
Ol jororock	5	15.15		
Total	**33**	**100.0**		

The results indicated that Ndaragwa had the highest percentage of respondents on the role of opinion leaders (54.5%) on implementation of the CIDP. This is an indication that respondents in Ndaragwe believed that opinion leader's role in CIDP implementation was necessary. The relationship is insignificant as shown by the chi-square results (χ^2=7.8182 pr> χ^2=0.0201) between the role of the opinion leaders and CIDP implementation in the three sub counties sampled out.

4.4.1 Descriptive Analysis for Leadership/Management Style

The study sought the respondents' opinions regarding leadership or management style in Nyandarua County Government in light of the CIDP's implementation. Table 4.7 shows the findings.

Table 4.7:Descriptive Statistics for Leadership/Management Style

		SA	A	I	D	SD	χ^2	**Pr>χ^2**
i.	County leadership advocates for continuous improvement on strategic implementation of CIDP	0	6.25	12.5	28.13	53.13	16.75	0.001
ii.	There is strong institutional leadership in Nyandarua County	3.03	9.09	21.21	27.27	39.39	13.8	0.01
iii.	County Government employees are aware of their leaders expectations vis-a-vis CIDP implementation	0	6.06	24.24	45.45	24.24	10.3	0.02
iv.	The county management advocates for total quality management (TQM) on implementation of CIDP	0	3.03	15.15	33.33	48.48	15.8485	0.0012
v.	TQM facilitates making of strategic decisions regarding CIDP understood by all stakeholders in the Nyandarua County.	0	6.06	24.24	39.39	39.39	7.8485	0.0492
vi.	There is effective communication of CIDP's vision and mission to all stakeholders	3.03	3.03	9.09	54.55	30.3	32.9091	<0.0001

The results on the statement that there is strong institutional leadership in Nyandarua County show that the respondents strongly disagreed by 39.39%.These results showed

that there is no relationship between institutional leadership style and implementation of CIDP. According to chi-square results (χ^2 =16.75 pr> χ^2 =0.001) the relationship is insignificant. The researcher found out that most of the respondents disagree by the statement that County leadership advocates for continuous improvement on strategic implementation of CIDP.

The results on the statement that County leadership advocates for continuous improvement on strategic implementation of CIDP show that the respondents strongly disagreed 53.13.The results show that there is no relationship between improvement on strategic implementation and leadership. According to chi-square results (χ^2 =13.8 pr> χ^2 =0.01) the relationship is insignificant. the researcher found out that the respondents strongly disagreed that there is strong institutional leadership in Nyandarua County on the implementation of CIDP. The researcher found out that the respondents strongly disagreed that the county management advocates for total quality management (TQM) on implementation of CIDP.

The results on the statement that the county management advocates for total quality management (TQM) on implementation of CIDP of 48.48% show that the respondents strongly disagreed .The results show that there is no relationship between county management advocacy for total quality management (TQM) on implementation of CIDP and   County Government of Nyandarua leadership. According to chi-square results (χ^2 =15.8485 pr> χ^2 =0.0012) the relationship is insignificant. The researcher found out that the respondents strongly disagreed that TQM facilitates making of strategic decisions regarding CIDP was understood by all stakeholders in the Nyandarua County.

The results on the statement that TQM facilitates making of strategic decisions regarding CIDP understood by all stakeholders in the Nyandarua County of 39.39% disagree and 39.39% of strongly disagree show that there is no relationship between TQM facilitates making of strategic decisions regarding CIDP was understood by all stakeholders in the Nyandarua County and   County Government of Nyandarua leadership. According to chi-square results (χ^2 =7.8485 pr> χ^2 =<0.0001) the relationship is insignificant.

The results on the statement that there is effective communication of CIDP's vision and mission to all stakeholders. The results show that the respondents disagreed 54.5%.The results show that there is no relationship between effective communication of CIDP's vision and mission to all stakeholders and Nyandarua leadership. According to chi-square results (χ^2 =32.9091pr> χ^2 =<0.0001) the relationship is insignificant. The researcher found out that the respondents disagreed that there is effective communication of CIDP's vision and mission to all stakeholders when it comes to implementation of CIDP.

4.4.2 Descriptive Analysis for Resource Allocation

In line with the second study objective, respondents' opinions regarding resource allocation and the influence of the same on CIDP implementation were sought. Table 4.8 shows the pertinent findings.

Table 4.8: Descriptive Statistics for Resource Allocation

		SA	A	I	SD	D	χ^2	Pr> χ^2
i.	The County has sufficient resources in terms of manpower and finances to enable it implement CIDP effectively and efficiently	3.03	3.03	18.18	42.42	33.33	20.7879	0.0003
ii.	The County's allocation of funds by the National Treasury is primarily for development	0	6.25	15.63	43.75	34.38	11.25	0.0104

iii.	The allocated funds are sufficient in line with the CIDP implementation	0	3.03	15.15	39.39	42.42	14.3939	0.0024
iv.	The allocated and available resources influences CIDP's implementation	0	0	15.15	42.42	42.42	4.9091	0.0859
v.	The CIDP is being implemented by experienced, skilled and expert personnel	3.31	6.25	9.38	34.38	46.88	24.25	<.0001
vi.	The County's budget implementation is guided by the CIDP	0	0	15.15	48.48	36.36	5.6364	0.0597
vii.	The County's budget allocates funds for capacity building of external stakeholders	0	0	13.33	40	46.67	5.6	0.0608

The results on the statement that the County has sufficient resources in terms of manpower and finances to enable it implement CIDP effectively and efficiently show that the respondents strongly disagreed 42.42%.The results show that there is no relationship between sufficient resources in terms of manpower and finances to enable implementation of CIDP effectively and efficiently and resource allocation. According to chi-square results (χ^2 =20.7879 pr> χ^2 =0.0003) the relationship is insignificant.

The results on the statement that the County's allocation of funds by the National Treasury is primarily for development show that the respondents strongly disagreed 43.75%.The results show that there is no relationship between statement that the County's allocation of funds by the National Treasury is primarily for development and resource

allocation. According to chi-square results (χ^2=11.25 pr> χ^2=0.0104) the relationship is insignificant.

The results on the statement that the allocated funds are sufficient in line with the CIDP implementation show that the respondents strongly disagreed 42.42% .The results show that there is no relationship between the allocated funds which are sufficient in line with the CIDP implementation and   resource allocation. According to chi-square results (χ^2=14.3939 pr> χ^2=0.0024) the relationship is insignificant.

The results on the statement that the CIDP is being implemented by experienced, skilled and expert personnel of 46.88% disagree show that there is no relationship between the statement that the CIDP is being implemented by experienced, skilled and expert personnel and resource allocation. According to chi-square results (χ^2=24.25 pr> χ^2=<0.0001) the relationship is insignificant.

The results on the statement that the allocated and available resources influences CIDP's implementation ,the results show that the respondents strongly disagreed 42.42%.The results show that there is no relationship between the statement that the allocated and available resources influences CIDP's implementation and resource allocation . According to chi-square results (χ^2=4.9091pr> χ^2=<0.0891) the relationship is insignificant.

The results on the statement that the County's budget implementation is guided by the CIDP 48.48%   strongly disagree that there is no relationship between the statement that County's budget implementation is guided by the CIDP and   resource allocation. According to chi-square results (χ^2=5.6364 pr> χ^2=<0.0597) the relationship is insignificant.

The results on the statement that the County's budget allocates funds for capacity building of external stakeholders, the respondents disagreed 46.47%.The results show that there is no relationship between the statement that County's budget allocates funds for capacity

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building of external stakeholders and resource allocation. According to chi-square results (χ^2=5.6pr> χ^2=0.0608) the relationship is insignificant.

4.4.3 Descriptive Analysis for Organizational Culture

Moreover, the study analyzed the views of the respondents regarding organizational culture and CIDP implementation. The respondents' views are outlined in Table 4.9.

Table 4.9: Descriptive Statistics for Organizational Culture

		SA	A	I	SD	D	χ^2	Pr> χ^2
i.	Nyandarua County has a unique culture on how it does implement its CIDP in various wards	3.03	6.06	9.09	36.36	45.45	25.0303	<0.0001
ii.	The organizational culture in the county on CIDP implementation is change and development-oriented	0	0	9.09	48.48	42.42	8.9091	0.0116
iii.	CIDP implementation is geared towards positive change and development of organization culture	0	0	15.15	42.42	42.42	4.9091	0.0859
iv.	The CIDP implementation advocates for a culture of creativity and innovation	0	3.03	0	42.42	54.55	14.3636	0.0008
v.	Creativity and innovation are key in initiating and implementing county projects	0	0	12.5	43.75	43.75	6.25	0.0439

The results on the statement that Nyandarua County has a unique culture on how it does implement its CIDP in various wards, the results show that the respondents disagreed by 45.45%.The results show that there is no relationship between the statement that

Nyandarua County has a unique culture on how it does implement its CIDP in various wards and organization culture. According to chi-square results (χ^2=25.0303 pr> χ^2=<0.0001) the relationship is insignificant·

The results on the statement that the Creativity and innovation are key in initiating and implementing county projects show that the respondents strongly disagreed 42.42%.The results showed that there is no relationship between statement that the organizational culture in the county on CIDP implementation is change and development-oriented and organization culture. According to chi-square results (χ^2=**8**.9091 pr> χ^2=0.0116) the relationship is insignificant·

The results on the statement that the CIDP implementation is geared towards positive change and development , show that the respondents strongly disagreed 42.42% .The results showed that there is no relationship between the statement that the CIDP implementation is geared towards positive change and development and organization culture. According to chi-square results (χ^2=**4**.9091pr> χ^2=0.0859) the relationship is insignificant·

The results on the statement that the CIDP implementation advocates for a culture of creativity and innovation of 54.55% disagreed. The result showed that there was no relationship between the statement that the CIDP implementation advocates for a culture of creativity and innovation and organization culture. According to chi-square results (χ^2=14.3636 pr> χ^2=<0.0008) the relationship is insignificant·

The results on the statement that the Creativity and innovation are key in initiating and implementing county projects ,the results showed that the respondents strongly disagreed 43.75%.The results show that there is no relationship between the statement that the Creativity and innovation are key in initiating and implementing county projects and organization culture . According to chi-square results (χ^2=6.25pr> χ^2=<0.0439) the relationship is insignificant·

4.4.4 Descriptive Analysis for Stakeholder Influence

The study further sought to understand the influence of stakeholders on CIDP implementation in Nyandarua County. The results of the pertinent descriptive analysis are illustrated in Table 4.10.

Table 4.10: Descriptive Statistics for Stakeholder Influence

		SA	A	I	SD	D	χ^2	Pr> χ^2
i.	Stakeholders are both internal and external	3.03	6.06	9.09	42.42	39.39	24.4242	<.0001
ii.	All stakeholders are very crucial in CIDP implementation	0	0	12.12	42.42	45.45	6.7273	0.0346
iii.	Internal stakeholders include county employees, members of county assemblies and Top County leadership(county governor and deputy, county speaker)	0	9.09	9.09	42.42	39.39	13.4242	0.0038
iv.	The county government works closely with all stakeholders when it comes to implementation of CIDP	0	0	18.18	45.45	36.36	3.8182	0.1482
v.	The internal stakeholders have requisite skills, knowledge and technology to implement CIDP	3.03	9.09	12.12	33.33	42.42	18.9697	0.0008
vi.	The stakeholders determine the effectiveness of CIDP implementation	0	0	18.75	46.88	34.38	3.8125	0.1486

The results on the statement that the Stakeholders are both internal and external the showed that the respondents strongly disagreed 42.42%.The results show that there is no relationship between the statement that the Stakeholders are both internal and external

and stakeholders influence. According to chi-square results (χ^2=24.4242 pr> χ^2=<0.0001) the relationship is insignificant.

The results on the statement that all stakeholders are very crucial in CIDP implementation showed that the respondents disagreed 45.45%.The results show that there is no relationship between statement that the all stakeholders are very crucial in CIDP implementation and stakeholders influence. According to chi-square results (χ^2=6.7273 pr> χ^2=0.0346) the relationship is insignificant.

The results on the statement that the Internal stakeholders include county employees, members of county assemblies and Top County leadership (county governor and deputy, county speaker) showed that the respondents strongly disagreed 42.42% .The results show that there is no relationship between the Internal stakeholders include county employees, members of county assemblies and Top County leadership (county governor and deputy, county speaker) and stakeholder influence. According to chi-square results (χ^2=13.4242 pr> χ^2=0.0038) the relationship is insignificant.

The results on the statement that the county government works closely with all stakeholders when it comes to implementation of CIDP, the result showed 45.45% strongly disagree. There is no relationship between the statement that the county government works closely with all stakeholders when it comes to implementation of CIDP and stakeholders influence. According to chi-square results (χ^2=3.8183 pr> χ^2=0.1482) the relationship is insignificant.

The results on the statement that the internal stakeholders have requisite skills, knowledge and technology to implement CIDP respondents disagreed 42.42%.The results showed that there is no relationship between the statement that the internal stakeholders have requisite skills, knowledge and technology to implement CIDP and stakeholder influence. According to chi-square results (χ^2=18.9697pr> χ^2=<0.0008) the relationship is insignificant.

The results on the statement that the stakeholders determine the effectiveness of CIDP implementation 46.88% strongly disagree that there is no relationship between the statement that stakeholders determine the effectiveness of CIDP implementation and stakeholders influence. According to chi-square results (χ^2=38125 pr> χ^2=<0.1486) the relationship is insignificant.

4.4.5 Descriptive Analysis for CIDP Implementation

Lastly, the study sought the opinions of respondents regarding implementation of CIDP and the relevant results are as shown in Table 4.11.

Table 4.11: Descriptive Statistics for CIDP Implementation

		SA	A	I	SD	D	χ^2	Pr>χ^2
i.	Nyandarua's CIDP is implementable within 5 years	0	6.25	15.63	43.75	34.38	11.25	0.0104
ii.	The CIDP is properly formulated and easily implementable	0	0	18.75	46.88	34.38	3.8125	.1486
iii.	Strategy influence CIDP implementation	0	6.06	24.24	24.24	45.45	10.2727	0.0164
iv.	Leadership and management style is crucial in CIDP implementation	0	9.09	24.24	24.24	42.42	7.3636	0.0612
v.	Resource allocation influences CIDP implementation	0	9.09	6.06	45.45	39.39	16.333	0.001
vi.	Organizational culture affects CIDP implementation	0	0	15.15	45.45	39.39	5.0909	0.0784
vii.	Stakeholders determine the pace of CIDP implementation	0	3.03	39.39	12.12	45.45	16.8182	.0008

The results on the statement that the Nyandarua's CIDP is implementable within 5 years showed that the respondents strongly disagreed 43.75%.The results showed that there is no relationship between the statement that the Nyandarua's CIDP is implementable within

5 years and CIDP Implementation. According to chi-square results (χ^2=11.25 pr> χ^2=0.0104) the relationship is insignificant.

The results on the statement that Strategy influence CIDP implementation, the respondents strongly disagreed 46.88%.The results showed that there is no relationship between statement that Strategy influence CIDP implementation and CIDP Implementation. According to chi-square results (χ^2=3.8125 pr> χ^2=0.1486) the relationship is insignificant.

The results on the statement that the Leadership and management style is crucial in CIDP implementation, the result showed that the respondents strongly disagreed 42.42% .The results showed that there is no relationship between the statement that the Leadership and management style is crucial in CIDP implementation and CIDP implementation stakeholder. According to chi-square results (χ^2=7.3636pr> χ^2=0.0612) the relationship is insignificant.

The results on the statement that the Strategy influence CIDP implementation, the result showed 45.45% strongly disagree. There is no relationship between the statement that the Strategy influence CIDP implementation and CIDP implementation. According to chi-square results (χ^2=10.2727 pr> χ^2=0.0164) the relationship is insignificant.

The results on the statement that the Resource allocation influences CIDP implementation showed strongly disagreed 45.45%.The results showed that there is no relationship between the statements that Resource allocation influences CIDP. According to chi-square results (χ^2=16.333pr> χ^2= 0.001) the relationship is insignificant.

The results on the statement that the Organizational culture affects CIDP implementation result showed 45.45% strongly disagree that there is no relationship between the statement that Organizational culture affects CIDP implementation According to chi-square results (χ^2=5.09090 pr> χ^2=<0.0784) the relationship is insignificant.

The results on the statement that the Stakeholders determine the pace of CIDP implementation result showed 45.45% strongly disagree that there is no relationship between the statement that Organizational culture affects CIDP implementation According to chi-square results (χ^2=16.8182 pr> χ^2=0.0008) the relationship is insignificant.

4.5 Inferential Analysis

This part present the findings and discussions on the relationship between leadership or management style, resource allocation, organizational culture and stakeholder influence on one hand and CIDP implementation on the other through Pearson's correlation analysis.

4.5.1 Relationship between Management Style and CIDP Implementation

The study analyzed the relationship between management or leadership style and implementation of CIDP and the correlation results are shown in Table 4.12.

Table 4.12: Relationship between Management and CIDP Implementation

		CIDP Implementation
Leadership/Management Style	Pearson Correlation	.119
	Sig. (2-tailed)	.511
	N	33

strong instructional leadership in the County and effective communication of CIDP's vision and mission to all stakeholders could have contributed to the minimal influence of management style on CIDP implementation.

4.5.2 Relationship between Resource Allocation and CIDP Implementation.
In addition, the study assessed the influence of resource allocation on CIDP implementation and the pertinent findings are outlined in Table 4.13.

Table 4.13: Relationship between Resource Allocation and CIDP Implementation

		CIDP Implementation
Resource Allocation	Pearson Correlation	.448**
	Sig. (2-tailed)	.009
	N	33

**. Correlation is significant at the 0.01 level (2-tailed).

The findings indicated that resource allocation and CIDP implementation had a strong, positive and statistically significant relationship (r = 0.448; p < 0.01). This implied that resource allocation had a great influence on CIDP Implementation. Further, it was interpreted to mean that success of CIDP implementation depended on the resources allocated to its implementation. Therefore, increasing resources allocated to CIDP would likely result in its successful implementation and the reverse is true.

4.5.3 Relationship between Organizational Culture and CIDP Implementation

The study further analyzed the relationship between organizational culture of Nyandarua County Government and implementation of CIDP. Table 4.14 shows the results of pertinent correlation analysis.

Table 4.14 Relationship between Organizational Culture and CIDP Implementation

		CIDP Implementation
Organizational Culture	Pearson Correlation	.393*
	Sig. (2-tailed)	.024
	N	33

*. Correlation is significant at the 0.05 level (2-tailed). It was found that a weak, positive and significant relationship (r = 0.393; p < 0.05) existed between organizational culture and CIDP implementation. This meant that the culture of the organization had little but significant influence on the implementation of CIDP. As such, organizational culture is quite important in the CIDP implementation. The more the culture embraces the plan, the higher the chances that it will successfully be implemented.

4.5.4 Relationship between Stakeholder Influence and CIDP Implementation

In tandem with the fourth objective, the study sought to establish how stakeholders in Nyandarua County influenced the implementation of CIDP. Table 4.15 shows the results of the correlation analysis.

Table 4.15: Relationship between Stakeholder Influence and CIDP Implementation

		CIDP Implementation
Stakeholder Influence	Pearson Correlation	.489[**]
	Sig. (2-tailed)	.004
	N	33

**. Correlation is significant at the 0.01 level (2-tailed).

The study findings indicated that the relationship between stakeholder influence CIDP implementation was moderately strong, positive and statistically significant($r = 0.489$; $p < 0.01$). The findings underscored the importance of involving stakeholders such as County Government employees, politicians, church leaders and other opinion leaders in implementation of CIDP. Failure to involve them is likely to compromise the CIDP implementation.

4.5.5 Regression Analysis

Table 4.16: Analysis of Variance

Source	DF	Sum of Squares	Mean Square
Model	4	45.16633	11.29158
Error	28	113.80336	4.06441
Corrected Total	32	158.9697	
Root MSE	2.016	R-Square	0.2841
Dependent Mean	12.97	Adj R-Sq	0.1819
Coeff Var	15.544		

Table 4.17: Coefficient of Determination

Root MSE	2.016	R-Square	0.2841
Dependent Mean	12.97	Adj R-Sq	0.1819
Coeff Var	15.544		

This was achieved through regression analysis using the following function.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Table 4.14: Analysis of Variance

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|	VIF
Intercept	Intercept	1	9.80953	3.17266	3.09	0.0045	0
x1	x1	1	-0.25874	0.18843	-1.37	0.1806	1.61208
x2	x2	1	-0.01024	0.17298	-0.06	0.9532	1.14761
x3	x3	1	-0.01121	0.19999	-0.06	0.9557	1.12357
x4	x4	1	0.57907	0.18408	3.15	0.0039	1.57998

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the major findings based on the main research of the study; the chapter also draws conclusions arising from the summary of the results and findings, contribution of knowledge, recommendations and suggestions for further study. The purpose of this study was to establish the effect of strategic factors on the implementation of county integrated plan of Nyandarua County. The study was guided by the following objectives: To examine the effect of leadership style on the implementation of Nyandarua's CIDP, to analyze the influence of resource allocation on the implementation of Nyandarua's CIDP, to evaluate how organizational culture affects the implementation of Nyandarua's CIDP and to determine the role of stakeholders' influence on the implementation of Nyandarua's CIDP. Also this chapter illustrates the summary of the major findings, the conclusions drawn and gives the recommendations of pertinent issues to the study objectives.

5.2 Summary of the Findings

 This part presents a summary of the findings in line with the study objectives. The summary pinpoints both descriptive and inferential findings of each of the item under study.

5.2.1 Leadership/ Management Style

It was unclear whether or not county leadership advocated for continuous improvement on strategic implementation of CIDP; there was a strong instructional leadership in Nyandarua County; county government employees were aware of their leaders expectations vis-a-vis CIDP implementation; the county management advocated for total quality management (TQM) on implementation of CIDP;TQM facilitated making of strategic decisions regarding CIDP understood by all stakeholders in the Nyandarua

County and that there was an effective communication of CIDP's vision and mission to all stakeholders. Further analysis revealed that there existed a positive, weak and statistically insignificant relationship between management style and implementation of CIDP ($r = 0.119$).

5.2.2 Resource Allocation

It was admitted that the allocated and available resources indeed influenced CIDP's implementation. In other words, respondents believed that adequate and proper allocation of available resources indeed had an effect of CIDP implementation. Nevertheless, the respondents were non-committal whether the county had sufficient resources in terms of manpower and finances to enable it implement CIDP effectively and efficiently; the county's allocation of funds by the National Treasury was primarily for development; the allocated funds were sufficient in line with the CIDP implementation; the CIDP was being implemented by experienced, skilled and expert personnel; the CIDP was being implemented by experienced, skilled and expert personnel and that the county's budget allocated funds for capacity building of external stakeholders. Moreover, it was revealed that resource allocation and CIDP implementation had a strong, positive and statistically significant relationship ($r = 0.448$; $p < 0.01$).

5.2.3 Organizational Culture

It was agreed that CIDP implementation was geared towards positive change and development of organization culture; CIDP implementation advocated for a culture of creativity and innovation and that creativity and innovation were key in initiating and implementing county projects. The respondents were however unclear that the County had a unique culture on how it implements its CIDP in various wards and that the organizational culture in the county on CIDP implementation was change and development-oriented. Further, it was established that the relationship between organizational culture and CIDP implementation was weak, positive and significant ($r = 0.393$; $p < 0.05$).

5.2.4 Stakeholder Influence

It was agreed that stakeholders were both internal and external and were are very crucial in CIDP implementation; internal stakeholders included county employees, members of county assemblies and top county leadership(county governor and deputy, county speaker);the internal stakeholders have requisite skills, knowledge and technology to implement CIDP and that the stakeholders determined the effectiveness of CIDP implementation. The respondents were however non-committal that the county government worked closely with all stakeholders in the implementation of CIDP. It was also established that stakeholder influence had a strong, positive and statistically significant($r = 0.489$; $p < 0.01$) relationship with CIDP implementation.

5.2.5 Implementation of CIDP

It was concurred that strategy influenced CIDP implementation; leadership and management style was crucial in CIDP implementation; resource allocation influenced CIDP implementation; organizational culture affected CIDP implementation and that stakeholders determined the pace of CIDP implementation. The respondents were however indifferent that the County's CIDP was implementable within 5 years and that CIDP was properly formulated and easily implementable.

5.3 Conclusions

The study drew a number of conclusions in respect to the study findings. The conclusions are deduced relative to the study objectives.

5.3.1 Effect of Management Style on Implementation of CIDP

It was inferred that county leadership advocacy for continuous improvement on strategic implementation of CIDP and existence of a strong instructional leadership in Nyandarua County remained unclear. Further, the existence of TQM in facilitating strategic decision making was also unclear. In addition, it was inferred that management style used in the county government did not substantively affect CIDP implementation.

5.3.2 Effect of Resource Allocation on Implementation of CIDP

The study concluded that the allocation of the available resources indeed influenced CIDP's implementation. Resource allocation was concluded to be crucial in the implementation of CIDP as it greatly influenced it. It was, therefore, imperative for the county to emphasize on adequate resource allocation in order to fast track CIDP implementation. However, it remained vague if the existence of sufficient resources in terms of manpower and finances to enable effective and efficient implementation of CIDP in the county and whether county's allocation of funds by the National Treasury was primarily for development or not.

5.3.3 Effect of Organizational Culture on Implementation of CIDP

The study inferred that CIDP implementation was geared towards positive change and development of organization culture and that CIDP implementation advocated for a culture of creativity and innovation which was pertinent in initiating and implementing county projects. It was further concluded that culture of the organization was crucial in the implementation of CIDP as it significantly influenced the plan implementation. The study, however, concluded that it is unclear if the county has a unique culture on implementation of CIDP in various wards. More so, it was deduced that the argument organizational culture in the county on CIDP implementation was change and development-oriented remained unclear.

5.3.4 Effect of Stakeholder influence on Implementation of CIDP

It was concluded that stakeholders involved were both internal and external and were very crucial in CIDP implementation. The internal stakeholders included county employees, members of county assemblies and top county leadership who had requisite skills, knowledge and technology to implement CIDP. In addition, it was concluded that engaging stakeholders was crucially vital to the implementation of CIDP due to their skills, knowledge and technical knowhow. Stakeholder influence was important in CIDP implementation as it largely influenced the plan implementation. It was further inferred that stakeholders determined the effectiveness of CIDP implementation. However it remained unclear that county government worked closely with all stakeholders.

5.4 Recommendations

The recommendations provided are drawn from the study objectives and study findings.

5.4.1 Recommendations on Management style

The study recommends that the leadership style used in the administration of county government should advocate for strategic implementation of county projects and CIDP in particular. Further, the leaders should promote effective communication of CIDP's vision and mission to all stakeholders in addition to communicating their expectations to the employees regarding CIDP implementation. The county management should advocate for total quality management which should facilitate strategic decision making regarding CIDP.

5.4.2 Recommendations on Resource Allocation

The study recommends that county government should uphold and emphasize on proper and adequate resource allocation to the relevant channels mandated to ensure successful implementation of county projects. Resources are imperative for project implementation and, therefore, counties should ensure that there are sufficient skilled and knowledgeable manpower coupled with finances to enable it effective and efficient CIDP implementation.

5.4.3 Recommendations on Organizational Culture

Organizational culture speaks of the County Government's willingness and ability to implement projects and strategies. In this light, the study recommends that the county should create and promote a unique culture that allows creativity and innovation which is arguably vital in initiating and implementing CIDP.

5.4.4 Recommendations on Stakeholder Influence

It is recommended that stakeholder involvement and engagement should be upheld as it is crucially important in the success of the implementation of the CIDP. Further, the county government should strive to work closely with all stakeholders at all stages of plan's implementation.

5.5 Contribution to body of knowledge

Objectives	contribution
To examine the effect of leadership on the implementation of Nyandarua's CIDP	The research findings will offer guidance on the importance of leadership to those who have been assigned duties of implementing CIDP.
To analyze the influence of resource allocation on the implementation of Nyandarua's CIDP	The research findings will offer guidance on the importance of resource allocation on implementing CIDP.
To evaluate how organizational culture affects the implementation of Nyandarua's CIDP	The research findings will offer guidance on the importance of organizational culture on implementing CIDP.
To determine the role of stakeholders' influence on the implementation of Nyandarua's CIDP	The research findings will offer guidance on the importance of stakeholders' participation in implementing CIDP.

5.6 Suggestions for Further Studies

From the findings, the study suggested areas of further scrutiny in relation to the factors that affect implementation of county projects. These include:

   i.   The role of resource allocation in the implementation of county government projects
   ii.   The effect of stakeholder influence on implementation of government projects.
   iii.   Assessment of ethical practices on implementation of county government projects.

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APPENDIX 1

LETTER OF TRANSMITTAL

ERICK ONYANAGO AYAYO,

P.O. BOX 701-20303,

OLKALAU.

E-MAIL: ericonyango35@yahoo.com

10th october 2015

Dear Madam/ Sir,

RE: STRATEGIC FACTORS AFFECTING THE IMPLEMENTATION OF NYANDARUA COUNTY INTEGRATED DEVELOPMENT PLAN, KENYA

I am a Masters student at Kabarak University. As part of the requirement of Masters of Business Administration (Strategic Management Option). I am conducting a research on strategic factors affecting the implementation of Nyandarua county integrated development plan, Kenya. In order to collect data, am appealing to you to kindly complete the questionnaire. The research is for academic purposes only therefore your responses will be treated with utmost confidence.

Thank you in advance for participating in this research.

Yours sincerely,

ERICK ONYANGO AYAYO.

RESEARCH QUESTIONNAIRE

Section A: Demographic Characteristics of Respondents

1.   Kindly state your gender.

Male   [ ]   Female   [ ]

2.   What is your highest level of academic qualifications?

Diploma   [ ]

Bachelors Degree   [ ]

Post-Graduate   [ ]

3. Tick where you are attached.

Ndaragwa   [ ]

Ol Kalou   [ ]

Ol Joroorock   [ ]

Kipipiri   [ ]

Kinagop   [ ]

4. If working at the sub-County level, to which sub-County are you attached?

Ndaragwa   [ ]

Ol Kalou   [ ]

Ol Joroorock   [ ]

Kipipiri   [ ]

Kinagop   [ ]

5.What is your level of conversance with Nyandarua County Integrated Development Plan (CIDP)?

Very High   [ ]

High   [ ]

Moderate   [ ]

Low   [ ]

Very Low   [ ]

6.Which Sub county are you representing as an MCA?(please tick where appropriate).

        Ndaragwa   [ ]

        Ol Kalou   [ ]

        Ol Joroorock   [ ]

        Kipipiri   [ ]

        Kinagop   [ ]

7.Do MCAs haveany role in implementation of CIDP?(tick either Yes or No)

8.Which ward do you represent as an opinion leader ?

9.Do you have any role to play in the implementation of CIDP as an opinion leader?(tick either Yes or No).

 (Yes)   (No)

Kindly indicate the level of agreement with each of the following factors by ticking in the provided spaces to the right. SD: Strongly Disagree, D: Disagree, N: Neutral A: Agree, SA: Strongly Agree

	SD	D	N	A	SA
10.County leadership advocates for continuous improvement on strategic implementation of CIDP					
11.There is strong instructional leadership in Nyandarua County					
12. County Government employees are aware of their leaders' expectations vis-à-vis CIDP implementation.					
13. The County management advocates for total quality management (TQM) on implementation of CIDP.					
14. TQM facilitates making of strategic decisions regarding CIDP understood by all stakeholders in the Nyandarua County.					
15.There is effective communication of CIDP's vision and mission to all stakeholders					

Section B: Leadership/Management Style

Section C: Resource Allocation

	SD	D	N	A	SA
16. The County has sufficient resources in terms of manpower and finances to enable it implement CIDP effectively and efficiently.					
17. The County's allocation of funds by the National Treasury is primarily for development.					
18. The allocated funds are sufficient in line with the CIDP implementation.					
19. The allocated and available resources influences CIDP's implementation					
20. The CIDP is being implemented by experienced, skilled and expert personnel.					
21. The County's budget implementation is guided by the CIDP.					
22. The County's budget allocates funds for capacity building of external stakeholders.					

Section D: Organizational Culture

	SD	D	N	A	SA
23. Nyandarua County has a unique culture on how it does implement its CIDP in various wards.					
24. The organizational culture in the County on CIDP implementation is change and development-oriented.					
25. CIDP implementation is geared towards positive change and development of organization culture.					
26. The CIDP implementation advocates for a culture of creativity and innovation.					
27. Creativity and innovation are key in initiating and implementing County projects.					

Section E: Stakeholders' Influence

	SD	D	N	A	SA
28. Stakeholders are both internal and external.					
29. All stakeholders are very crucial in CIDP implementation.					
30. Internal stakeholders include county employees, members of county assemblies and Top County leadership (county governor and deputy, county speaker).					
31. The County Government works closely with all stakeholders when it comes to implementation of CIDP.					
32. The internal stakeholders have requisite skills, knowledge and technology to implement CIDP.					
33. The stakeholders determine the effectiveness of CIDP implementation.					

Section F: CIDP Implementation

	SD	D	N	A	SA
34.Nyandarua's CIDP is implementable within 5 years.					
35. The CIDP is properly formulated and easily implementable.					
36. Strategy influence CIDP implementation.					
37. Leadership and management style is crucial in CIDP implementation.					
38. Resource allocation influences CIDP implementation.					
39. Organizational culture affects CIDP implementation.					
40. Stakeholders determine the pace of CIDP implementation.					

Thank you for your cooperation.