

**CHALLENGES FACING STRATEGIC IMPLEMENTATION OF COUNTY
INTERGRATED DEVELOPMENT PLANS AMONG COUNTY GOVERNMENTS IN
KENYA: A CASE OF BARINGO COUNTY**

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This research report is the product of my own original work and has never been presented for examination in any other university.

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DEDICATION

This research report is first dedicated to God Almighty for giving me life and strength to attain this level of education. I also dedicate it to my wife Susan, children Kelvin, Collins and Kellen for their prayers and continued support that has enabled me to complete this MBA course.

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ABSTRACT

Successful strategy implementation depends on working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy supportive manner and instilling the discipline of getting things done. The county government came up with a five year term strategic plan called County integrated development plans (CIDPs). The development of CIDP is in congruent with Kenya's vision 2030, which is the country's development blueprint. The study's overall objective was to assess the challenges encountered in the strategic implementation of CIDP in Baringo County; determine the influence of internal conflicts on the strategic implementation of CIDPs; find out how stakeholder involvement influences the strategic implementation of CIDP, to establish the influence of resource allocation on strategic implementation of CIDP and to determine how political situation influences the strategic implementation of CIDPs in Baringo County. Two theories of strategic implementation namely the Chandler's Strategy-Structure Proposition and The McKinsey's 7s Model were reviewed to form the theoretical framework of the study. The study adopted the descriptive research design. The target population was 10 CECs, 45 MCAs, 15 Chief Officers and 18 Heads of Departments. The table recommended by Kathuri and Pals was used to select 73 respondents. Stratified random sampling was applied to select 8 CECs, 37 MCAs, 12 Chief Officers and 15 Heads of Departments to constitute the sample size of the study. Primary data was collected via questionnaires. The researcher consulted the supervisors who helped refine the research instrument and to ensure the instrument was valid. A pilot study was conducted to ensure that the instrument was reliable. Descriptive and inferential statistics were employed in data analysis. The study revealed that stakeholder involvement, resource allocation, internal conflicts and political situation accounted for 64.48% of the total variance in strategic implementation of the CIDP. Hence, the study concluded that 27.4% of strategic implementation of the CIDP in the county government of Baringo was explained by internal conflicts, 30.3% by stakeholder involvement, 21.5% by resource allocation and 20.1% by political situation. Therefore, the highest influence was explained by stakeholder involvement, followed by internal conflicts, resource allocation and finally political situation. The study recommended timely management intervention on challenges critically affecting implementation of the strategic implementation of CIDP. The management teams should also be empowered to provide quick response to emerging issues that challenge the implementation of the CIDP. This study would help counties to strategically implement their respective CIDPs after ascertaining the kind of challenges which face the implementation process.

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LIST OF ABBREVIATIONS AND ACRONYMS

CIDP	-	County integrated development plan
CPAK	-	Certified Public Accountant of Kenya
ERS	-	Economic Recovery Strategy
GDP	-	Gross Domestic Product
IDP	-	Integrated Development Plan
KASNEB	-	Kenya Accountants and Secretaries Examination Board
SMC	-	Senior Management Course
SPI	-	Strategic Planning and Implementation
UNCTAD	-	United Nations Conference on Trade and Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Adeleke (2014) strategic implementation is a process of putting development strategies into action so as to realize organizational goals. Similarly, Hitt (2017) views an incorporated development blueprint as major development framework by counties to give them an overall development roadmap. The central and perhaps most important purpose of the plan is to co-ordinate both echelons of the democratic government in a tentatively coherent plan to expand the meaningfulness and value of life and generally contribute towards entrenching devolution. Kofron (2017) notes that the core strategic planning practices adopted must match capabilities and environmental requirements. For instance, increased competition has been the direct product of dynamic environmental adjustment. However, environmental dynamism often destabilizes most organizations without formal strategic plans (Kofron, 2017).

The key themes of strategic implementation are to formulate key development milestone strategies to be sequentially and carefully implemented (Hambrick, 2017). Generally, the process follows a traditional linear approach which emphasizes the organizational systems and structural design. Consequently, implementation becomes an administrative matter which can be realized after policy formulation. Stakeholder engagement in strategic is the process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcome. Kambiasky (2015) describes levels of stakeholder interests as either a casual interest or the potential to be affected by the organization's actions, or an ownership/governance interest, or a legal claim or a moral claim. The importance of identifying and including important stakeholders in the strategic management process is critical since when primary stakeholders are excluded, the relevance and anticipated

benefits from the strategy will be limited (Okumu, 2016). Lorca and Garcia (2014) describe two kinds of stakeholders, voluntary and involuntary. The voluntary stakeholders contribute directly to the operations of the company and expect to receive benefits as a result. On the other hand, involuntary stakeholders are those who may be negatively affected by the decision, hence the guiding principle has to be the reduction or avoidance of harm to these stakeholders and/or the creation of offsetting benefits.

According to Piercy and Cespedes (2015) the formulation-implementation process is the core of the original perspective where the difficulties connected to the negative outcome of the implementation when scrutinized well can be traced and linked with. It is traditional because no plausible explanation has been offered before. Given this understanding, the mix is different and entails a combination of essential competencies and general abilities that can be relied on to resolve this challenge via a tri-thematic process of the implementing strategy, an emerging descriptive observation and organizational co-alignment (Hambrick, 2017).

Current arguments postulate that it is only through strategic planning that contemporary organizations can anticipate and plan to curb environmental changes and act promptly and proactively (Adeleke, 2014). Based on the contrary theorization, however, most organizations should not just be concerned with strategic formulation of plans but also come up with credible ways of putting into practice the crafted plans. According to Lynch (2014) the desired results will not be realized if plans are not promptly implemented. David (2012) asserts that the best yardstick for measuring organizational ability to maintain competitive advantage over others should be determined by the extent to the transparent manner in which their plans are allowed to guide the business operations. Nicanor (2015) views the strategic implementation as communication,

interpretation, adoption and enactment of strategic plans. Although formulating a consistent strategy is a difficult task for any management team, implementing it throughout the organization is even more difficult (Hrebiniak, 2015). When transitioning from strategy formulation to strategy implementation a shift in responsibility from strategists to divisional and functional managers is required.

Strategy implementation is a process by which policies and strategies are put into action through the development of procedures, programs and budgets. The process might involve changes within the culture, structure, and/or management system of the entire organization (Rhine & Hunger, 2012). Management issues critical to strategy implementation include establishing annual objectives, devising policies, allocating resources, altering an existing organizational structure, developing a strategy supportive culture, restructuring and reengineering, revising reward and incentive plans, minimizing resistance to change, matching managers with strategy, adapting production operations processes, developing an effective human resources function, and, if necessary, downsizing. Management changes are necessarily more extensive when strategies to be implemented move a firm in a major new direction.

Managers and employees throughout an organization should participate early and directly in strategy implementation decisions. Their role in strategy implementation should be based on prior involvement in strategy formulation activities. Strategists' must genuinely show personal commitment to strategy implementation process. This is a necessary and powerful motivational force for managers and employees to reckon with. In most cases strategists are too busy to actively support strategy implementation efforts and their lack of interest can be detrimental to organizational success (Rhine & Hunger, 2012). The objectives and strategies must be understood

and clearly communicated throughout an organization. Significant external threats and opportunities should be clear besides answering all managers' and employees' questions.

However, Hrebiniak (2016) observes that strategy implementation can be affected by many factors. For example, internal conflicts can arise between employees if the goals are not specified or when the management shifts blame on all or a unit involved in work process. However, not all conflicts are bad and not all conflicts are good (Hefferman, 2014). The four main categories of conflicts which may be involved in strategic implementation antagonistic stakeholders, problematic stakeholders, potential advocate stakeholders and low priority stakeholders. These conflicts have different demands and expectations which are all essential elements in strategy implementation (Crosby, 2016).

Recent studies have revealed the critical role played by stakeholder involvement in strategic implementation (Rowe & Frewer, 2014). Generally, participatory activities are increasingly being incorporated in project implementation worldwide. This is partly due to a shift from a development-focused management paradigm to a new paradigm of integrated management. However, whether stakeholder involvement is effective in terms of improving strategic implementation is still not well understood (Rowe & Frewer, 2014).

In addition, resource allocation has a direct impact on strategic implementation (Okumu, 2016). Wang, Lee and Chung (2009) provided a breakdown of total expenditures that are utilised by successful strategies in the early stages of implementation and revealed that resources are closely linked with operational planning and has a great deal of impact on communicating and on providing training and incentives. Sterling (2016) contends that in strategy implementation the main areas to look into when allocating resources are the procedures of securing and allocating

financial resources for the new strategy, information and knowledge requirements and the time available to complete the process.

However, political situation can be a major challenge in the implementation process. Political factors and negative politics can affect strategy implementation. In this regard, strategy implementation in the county can be compromised due to personal and political interest and political interference from elected leaders or the National Government. Politics has generally affected allocation of funds to strategy implementation in many parts of the world (Okumu, 2016). This implies that political interventions can serve as the regulatory actions that are taken by the government aimed at affecting or interfering with the decisions made by individuals, groups or organizations in regard to the economic and social matters. The political environment is concerned with the government policies that may positively or negatively affect strategy implementation. The government is the regulator of the national economy and that of developmental interventions by providing the laws that guide ethics in development projects including the budgetary and monetary policies. The government has the powers to initiate or stop developmental projects based on the political grounds. Thomas and Martin (2015) urge that strategy plans cannot be implemented in isolation but rather are subjected to regulatory influences by the political class.

The intervention of the government in the initiation, design, appraisal, implementation and commissioning of strategic plans can result in a structured and systematic way though the quality of accuracy and transparency of the procedures. Interventions from the political class may affect strategy implementation from the initial stages through legislative procedures, taxation policies, and extension of property rights. According to Waithera and Wanyoike (2015) there is a lot of political interference for strategy implementation in Kenya. Politics infiltrates the work of the

strategy implementation manager leading to the authority gap that leaves the project manager without much power (Jawah, 2012). This leads to absence of power and authority that may affect the power base. Key political risks in the strategy implementation of county strategic plans include corruption, change in legislations, and delays in the approval processes (Wang, 2013).

In England the CIDPs are carried out via various consultative forums at the devolved section level. Andrews, Boyne and Walker (2016) studied the strategy implementation in public service performance and suggested that public organizations need to achieve a fit between strategic orientation and style of implementation if higher levels of performance are to be attained. In the Netherlands, Langereis (2015) studied the link between strategy and performance of municipalities and showed that strategic implementation of CIDP of municipalities was influenced by economic, social-cultural, and ecological capital. This illustrated that the anticipated and expected means of soliciting participation by a wide cross-section of stakeholders during careful identification, proper planning, skillful monitoring and thoughtful evaluation would enhance the goals of devolution and help realize equitable social, political and fiscal improvement.

In Asia, many countries have county systems of government. In China the county system of government is the third level of government after the provinces and prefecture while Iran also has a county system of government. According to Li (2008) the factors that affect implementation of strategic plans in any organization in China can be classified or divided into soft, hard and mixed factors. Soft factors include the people or executors of the strategy, the communication activities as well as the closely related implementation tactics, the consensus about and commitment to the strategy. The hard factors include the organizational structure and the administrative systems. The way in which the strategy was developed and articulated contains hard and soft factors alike and

is thus considered a mixed factor. Relationships among different units/departments and different strategy levels is also treated as a mixed factor.

In Australia counties organizations do not generally correspond to government policies that influence strategic implementation. In Canada the five provinces are divided into counties which are used for political and administrative purpose. The United States of America too uses a county system of government but the counties are administrative divisions within a state. In Norway there are 19 counties which form administrative identities with each having its county council which carry out functions such as education, health and local road systems.

In Africa devolved systems are practiced in form of local government authorities or federal systems (Ronald, 2017). Countries such as Liberia, Nigeria, Ethiopia, Uganda, and South Africa, among others have such systems (Burugu, 2014). In Liberia, the country is divided into 15 counties, each with a governor and each county elects a senator to the Liberian senate. In Uganda, the devolved system of government is in form of local government and aims at reducing the work load of central officials in remote areas, bringing political and administrative control, improving accountability, and effectiveness in local governments. In the Republic of South Africa the devolved system ensures provision of services to communities on a sustainable manner, promotes social and economic development among other functions. In Rwanda, its devolved system places planning, financial, management, and service provision to the local leadership (Gulzar, 2016). In these countries there are strategic plans which are rarely implemented according to the planned schedules (Litemi, 2016). This creates a gap of carrying out a study to determine the challenges facing implementation of strategic plans by devolved government institutions.

In Nigeria, Oyinloye (2014) did a research on the relationship between strategic management and firms' performance and revealed that strategic management affected strategic implementation of CIDP. In Zimbabwe Winfred (2016) studied the impact of organizational culture and strategy implementation on established that culture and strategy implementation have a statistically significant and positive impact on strategic implementation of CIDP. In Angola the business milieu and atmosphere has radically been marked by high level of dynamism and continuity which have presented both opportunities and challenges. Consequently, strategic implementation has forced organizations to cushion themselves against external pressures.

In Kenya, the county governments in Kenya are a form of decentralized government system where authority and power are devolved from the central government. However, the full and articulate preparation of the first CIDPs was zealously supported by the progressive 2014 Constitution, County Government Act of 2012, Kenya Vision 2030 and the 2016-2017 Medium Term Plan. The ultimate goal of the CIDP was to assist county governments to prioritize local socioeconomic development issues and provide data upon which the execution of the devolved units would be based. The structure of county government in Kenya includes the county assemblies, county executive committees and county public service. The Proposed Constitution provides for the sources of funds for the county governments. The county governments oversee agriculture, fisheries, county health services, cultural activities, public entertainment and public amenities, county transport, trade development and regulation, county planning and development, pre-primary education, polytechnics, home craft centers and childcare facilities, implementation of specific national government policies on natural resources, environmental conservation, and county public works and services. However, conflicts among staffs have greatly ruined CIDPs' implementation (Momanyi, 2018). In addition, the stakeholders tend to be reluctant and not fully

involve themselves in matters that involve the County government (Momanyi, 2018). This is evident by numerous complaints from locals of being neglected or getting no support from the county government.

Hence, the strategy implementation in Kenya is believed to widen the gap of the original single-mindedness and foci of institutional structure and control mechanisms by factoring in astute behavioral and clear interpersonal components (Korir, 2014). This has introduced psychological issues such as individual motivation, commitment dimensions, social aspects and dogmatic processes particularly those involving organizational culture, leadership and learning as key determinants of strategic implementation. The favoured strategic view combines both the formulation and implementation practices together since many people view them as quite interactive and mutual progressions and processes of developmental strategies (Wekesa, 2018; Nafula, 2018). In this context, the strategic plan scrutinizes the key pillars of economy and social development and sets a framework for land use, infrastructural development, resource mobilization, environmental protection and participation.

Nevertheless, with a well implemented strategic plan, an organization will have minimal challenge in managing external changes. This was observed by Uhuru Kenyatta, Kenya's president, during the United Nations Conference on Trade and Development (UNCTAD). The president urged organizations to operate successfully amid unstable and uncontrollable environmental forces for them to survive. Hence, many organizations have of lately been promptly urged to adapt to environmental forces as they plan and implement strategic activities.

In Meru County, strategy implementation has revealed that the existing strategy implementation practices are influenced by strategic planning (Muringi, 2014). In Embu County, the

implementation of strategic plans has been influenced by employee motivation, availability of funds, support by top leadership, government policy and employee knowhow (Njagi, 2016).

In Baringo County, the concept of CIDPs was formulated upon inception to identify community development projects that could for the benefit of the people be implemented in years 2016-2017. However, resource allocation is a contentious issue for Baringo County (Wekesa, 2018). As the first term of devolution ended and the second term taking off, it is prudent and essential to take time and carefully assess the successes for the people and major failures of the Baringo County in attaining the devolution objectives and goals. Resource allocation within the county as a component of the process geared towards this realization needed to be scrutinized and gain insights as to how the functions are funded. The study assessed resource allocation to the three fully devolved functions of water, health and sanitation and agriculture so as to determine how much is allocated to each of the core functions. It is also worth establishing the efficiency of resource allocation formula as a budgeting tool, as well as the absorption rate and whether a policy existed on resource allocation to the fully devolved functions (Nafula, 2018).

A lot of decision making also means more politics and conflicts of interest, which may mean less rationality (Korir, 2014). This suggests that conflict of interest often inevitably and seriously interferes with the level and amount of genuine political situation often required to facilitate prompt implementation of CIDPs. For instance, political parties which constitute an essential pillar of resilient democracy serve as a vital function including aggregating citizen interests, forming governments and holding them accountable, developing and promoting policy positions and programmes, grooming and selecting political leadership. However, when we consider popular attitudes on political parties around the world, many of them reflect strongly negative views held

by the general public. They are considered highly leader-centric, organizationally captive of wealthy financial backers, poorly rooted in society and narrowly focused on electioneering (Momanyi, 2018). Parties in many countries also have an unfavorable rating from public institutions. They do not represent citizens' interests well thus affecting the implementation of CIDPs. It is therefore recommended that Baringo County should take the provision of the CIDP into account when planning for the implementation of the projects. The County government should also entrench strong measures for monitoring purposes and evaluating the CIDP implementation to avoid wastage of resources and guarantee sustainable development.

1.2 Statement of the Problem

Strategy implementation process varies from organization to organization. Organization use different approaches to implement strategies. In government, strategy implementation is often seen as a craft. However, after the formulation of comprehensive strategies, significant difficulties are bound to deter the subsequent implementation process. In particular, implementing CIDPs is a critical issue because of time constraints and resource requirements. As a result only 10 to 30% of intended strategies are fully implemented (Odera, 2015). In the Kenya the county governments are charged with implementing devolution goals which are anchored on CIDPs. However, most county governments have faced various challenges while implementing their CIDPS. Most strategy implementation challenges may be directly linked to the leadership and management of the firm, lack of the necessary resources to implement the strategies and macro and competitive environment. As a result most strategic failures result from poor implementation. This often presents far reaching consequences marked by loss of resources that were already allocated to strategy implementation. In Baringo County, the CIDP have not been effectively implemented owing to a myriad of challenges. Although studies have been conducted on implementation of

CIDP, studies on the challenges are still inadequate. Most of the studied addressed some determinants of strategy implementation but little about the strategy implementation challenges in Baringo County. Therefore, this presented a thematic gap in the previous studies. Hence, the study sought to establish the challenges facing strategic implementation of the CIDP in Baringo County Government.

1.3 Objectives of the Study

1.3.1 The Broad objective of the Study

The broad objective of the study was to assess the challenges facing strategic implementation of CIDP in the county government of Baringo.

1.3.2 Specific Objectives of the Study

This study was guided by the following specific objectives;

- i) To determine the influence of internal conflicts on the strategic implementation of CIDP in the county government of Baringo.
- ii) To find out how stakeholder involvement influences the strategic implementation of CIDP in the county government of Baringo.
- iii) To establish the extent to which resource allocation impacts on strategic implementation of CIDP in the county government of Baringo
- iv) To evaluate the extent to which political situation impacts on strategic implementation of CIDPs in the county government of Baringo

1.4 Research Hypotheses

H₀₁: Internal conflicts have no statistical significant influence on strategic implementation of CIDP in the county government of Baringo.

H02: Stakeholder involvement has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo.

H03: Resource allocation has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo.

H04: Political situation has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo.

1.5 Significance of the Study

This study may be helpful to the county government of Baringo and all the other County governments in Kenya. It may help counties to strategically implement their respective integrated Development plans successfully having identified the challenges facing the implementation process that include internal conflicts, stakeholder involvement, resource allocation and Political situation. It will also guide the counties to evaluate where they are doing right and the areas they need to improve. The study also creates value in terms of guiding managerial policy for County governments in Kenya. Staffs of the county government of Baringo will use the results of this study to overcome the challenges facing strategic implementation of CIDPs. Staffs will get to know how to improve on their strategic implementation.

In today's competitive market environment, organizations are continuously forced to improve their strategic plan implementation. This will be a source of reference to them. The study will also act as a source of reference material for future researchers and scholars who may opt to study related topics. The researcher will also put into practice theory learnt in class into practical. The study will contribute to the body of knowledge besides identifying areas for further research.

The government of Kenya may also benefit from this study as it will be able to formulate laws that will govern implementation of plans within Kenya and government agencies.

1.6 Scope and Justification of the Study

The study was carried out in Baringo County Government. It was guided by the McKinsey 7s Model and the Chandler's strategy-structure proposition. The study employed a case study design. It relied on primary data. The target population was CECs, MCAs, COs and Heads of departments. Stratified random sampling was then applied in selecting the respondents. Primary data was collected using questionnaires.

Considerable research has been carried out on strategic implementation. The studies have underscored the significant role that strategic implementation of CIDP in devolved governments. While these studies are important, they have largely been descriptive. In addition, little information exists on the challenges facing strategic implementation of CIDP in Kenya. In general, little in-depth study exists documenting from an analytical perspective, the challenges facing strategic implementation of CIDP in the Kenya. Therefore, it was important to conduct the study to ascertain the challenges facing strategic implementation of CIDP in Baringo County.

1.7 Limitations of the Study

The findings of the study were based on results obtained from Baringo County. This may limit the generalization of the study findings to other counties in Kenya. Therefore, the findings may be adopted with caution. The researcher expects to overcome these limitations by carrying out a representative sampling procedure.

1.8 Assumptions of the Study

The first assumption of the study was that the sample would represent the population and that all respondents in the sample would be honest and would cooperative in providing reliable responses. It is also assumed that all environmental, social and political factors would remain constant in the entire time of the study.

1.9 Operational Definition of Key Terms

- Integrated Plan** This is a plan that gives county governments an overall framework for development and aims at co-coordinating the local government in a coherent plan to improve the quality of life and contribute towards development
- Resource** This referred to an economic factor required for accomplishing an activity, or as means to undertake an enterprise and achieve desired outcome. For this study it mainly referred to human and financial resources.
- Strategic implementation** This is the process by which policies and strategies are put into action through the development of procedures, programs and budgets. The process might involve changes within the culture, structure, and/or management system of the entire organization (Rhine & Hunger, 2012).
- Stakeholder involvement** This referred to the process by which the county government involves people who may be affected by the decisions it makes or can influence the implementation of its decisions.
- Resource allocation** This referred to the process *of* assigning and managing assets in a manner that supports an organization's strategic goals. Resource allocation includes managing tangible assets such as hardware to make the best use of softer assets such as human capital.

Political situation

This referred to a friendly, helpful, trust and influence that politicians earn or build up with the public through the pursuit of policies that people like or respect.

CIDPs:

This was used to refer to a five-year plan which the county government is required to compile to determine the development needs of the county

Internal conflict:

This referred to the disagreement among different leaders over the manner of implementation of the strategic plan.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 The McKinsey's 7s Model

This model was formulated in the late 1970's by consultants McKinsey and company to aid managers in implementing integrated development plans. The McKinsey 7S model can be explained using the resource-based view theory of the firm and strategy (Kraaijenbrink, Spencer & Groen, 2010). The central proposition of this theory is that if a firm is to achieve a state of sustained competitive advantage it must acquire and control valuable, rare, inimitable, and non-substitutable resources and capabilities (Barney, 1991). The principles of the resource-based view theory are: that the building blocks of strategy are business processes; the transformation of processes into valuable strategic capabilities is a key to success; capabilities are created by making strategic investments and the manager must be responsible, because competing on capabilities involves cross-functionality.

The model assumes that organizational immune systems alongside the numerous interconnected variables associated with making transformation intricate and that proactive transformational effort ought to address a number of these pertinent concerns simultaneously when implementing the CIDPs. The model highlights about seven attributes that are essential in realizing effective strategic implementation.

The term strategy has categorically been defined as the positioning and steps undertaken by an enterprise to avert negative consequences of any anticipated unfortunate occurrences particularly in the external environment. Such changes are often aimed at realizing candidly competitive edge. Structure has also been considered as the way in which tasks and people are arranged and

subdivided with some guided authority that help them to ascertain how core activities and existing association are categorized using known coordinated organizational activities. In this dispensation, Hitt (2017) has defined the systems as those routine activities and procedures that workers carry out in order to complete the assigned tasks. They can also be viewed as the people whose skills and competencies depend on hiring practices in the organization. Essentially, skills are the unique abilities that enable employees to perform their duties efficiently. Style is the leadership style of managers, how they interact, and what actions do they take and their symbolic value (Hitt 2017).

The 7-S model proclaims that organizations are prosperous when they accomplish a unified congruence among the three S's of strategy, structure and systems as well as the other four S's of staff, style, skills and super-ordinate goals considered as shared values (Hitt, 2017). With effective systems the strategic implementation of CIDPs is expected to be very successful. This theory is relevant because it focuses on the pertinent concerns that should be considered when implementing CIDPs. Success of the strategic plans outlined is only possible if the county government embarks on a strategy implementation process that makes use of its internal resources so as to achieve this. The seven elements of the McKinsey 7S model can be used by the county government of Baringo to create a long-term sustainable competitive advantage to be able to collect revenue that assists to fulfill the county's development goals. This will enable the county to maintain threshold capability standards and hence ensure competitive survival. The McKinsey 7S model elements' can be exploited to create short-term competitive positions (Manage, 2017). Elements such as skills, staff, structure and systems can be used to respond quickly to the challenges in the environment. These changes will result in competitive survival and will be used to build on the long-term competitive advantage ensuring a successful strategy implementation process.

2.1.2 Chandler's Strategy-Structure Proposition

Chandler (1962) pronounced that structure follows strategy. This assumption suggests that division of work involves apportionment of resources and amalgamation of work which leads to increased realization of maximum performance of organizational strategic choice. This implies that a well-crafted strategy inevitably determines in the long run the desired organizational structure and profoundly plays a central and key function in implementing CIDPs strategy. Moreover, based on this assumption, introducing new strategy can easily lead to the development of a new structure. This is so because the major activities in most firms entail coordination of activities in tandem with organizational structure.

Grant (2016) concurs that the major organizational structure is the means by which the basic strategic position of the firm is anchored with a view to executing the strategy so as to balance both internal efficiency and effectiveness. The strategy of a firm must align itself to the remote and operating environment. Given that environmental forces are so powerful to be influenced by one or many firms, those firms that need to survive ought to take advantage of environmental turbulence, change and dynamism. This is because in many respects environmental forces create a major propeller to change in organizations undergoing strategic implementation. This also warrants a fit between strategy, structure, the atmosphere and the firm's capabilities to help gain competitive advantage (Johnson, 2014). Nevertheless, the central idea in the Chandler's proposition is that the decision to enhance implementation of the strategic plan is predicted by the degree of apportionment of resources and amalgamation of work. Hence, the proposition is relevant because it focuses on both institutional factors and social factors that shape strategic implementation. In the context of the current study, the County Government strategic plans, in line with strategy implementation process, undergo transformation. In this case, the strategic plans'

inputs are in the form of funds obtained from the government and the strategic plans are supposed to be implemented in order for the plans to be successfully completed. The implementation of the strategic plans is measured by how successfully the envisioned plans are completed.

2.2 Empirical Literature Review

2.2.1 Influence of Internal Conflict

Internal politics has played a great role in strategy implementation prompting stakeholders to develop a clear direction in order to implement strategies effectively. In this regard strategy can be seen to imply the means of making clear-cut choices that guarantee success. Hough (2014) supports the view that organizational strategy is the management's action plan for running the business and conducting its operations. Many scholars have considered strategy implementation as being all about how management intends to grow the business, build loyal clientele and compete with its rivals. Hill and Johanness (2016) contend that an all-encompassing definition of strategy implementation should consider actions that a company takes to attain one or more of its goals with the overriding goal being to achieve superior performance.

In reference to the contemporary dispensation, Anthrem (2016) observed that political leadership can make a great difference yet little is known about the qualities and practices of effective organizational leadership especially in county governments. Previous studies have explored the influence of internal conflicts on strategic implementation. Based on a cross sectional survey approach, Polle (2012) explored the challenges firms in Nairobi faced in implementing their strategies. The study targeted 60 audit firms selected randomly. The study found that internal wrangles were the main challenges facing implementation of strategy. Ashley (2017) did a study on the analysis of strategic plan implementation success and concludes that effective plan implementation is repeatable and requires a great deal of political intervention to be in effective

and competitive position. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition needs political intervention. Chua (2009) carried out a survey on critical success factors for different strategic plan implementation. They found out that political intervention and contractual arrangements cannot be left out of the success equation. In other words project success is not determined exclusively by the project manager, monitoring and control efforts without political intervention.

Chen (2017) studied critical success factors for strategic plan implementation in Taiwan and concluded that strategic plan implementers, team-members, vendors, politicians and other related stakeholders who are directly or indirectly involved in the work all significantly influence the success of the strategic plan implementation. Nguyen (2015) did a study on strategic plans success factors in large projects in Vietnam and identified five CSFs which were mostly human related: competent project manager, adequate funding, multidisciplinary/competent strategic plans team, politicians' intervention, commitment. Mansfield (2016) studied the causes of delay and cost overruns in strategic plans in Nigeria. They concluded that poor contract management, lack of political intervention, financing and payment arrangements, resource shortages, inaccurate estimates and overall price escalation as the major factors. Kirui (2016) investigated the significant institutional factors that influenced the overall push of the authorities to their pre-determined strategic goals. The thematic focus was on organizational culture, structure, leadership and financial resources. The study was carried out in Migori County targeting 180 staffs. Sampling was conducted by proportional stratified sampling to generate ultimate respondents of 90 whose views and opinions led to the study's generalizations. From the identified respondents/informants, it was evident that institutional factors played a major role in strategic implementation. In addition,

Wanjiru (2016) carried out on the challenges of strategy implementation at the Jomo Kenyatta Foundation, and concluded that Government policies, resistance to change and traditional public sector culture play key role in the process.

Langat (2014) sought to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya. The study was based on a case study and primary data collected using an interview guide. The data obtained from the interview guide was analyzed qualitatively using content analysis. The study revealed that the ministry had developed mechanisms and strategy in achieving organizational objectives. This included efforts in mobilizing resources from the government and international development partners.

In a survey of 276 senior operating executives, Allimond (2017) found that a discouraging 57 percent of firms were unsuccessful at executing strategic initiatives over a period of three years. The study reported that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent had a consistent strategy implementation process. It is thus obvious that strategy implementation is a key challenge for today's organizations. Obiga (2014) conducted a research on the challenges of strategy implementation at the Nairobi County government and found that the level of management skills influenced the strategy implementation. It also established that innovativeness and organizational structure were key success factors in strategy implementation. However, the study revealed that the challenges faced during strategy implementation included lack of support from the top management, slow budget approval, lack of clear individual role, lack of alignment with the organization strategic plan, lack of employee involvement, poor staffing level, ineffective communication during strategy implementation and lack of coordination of activities during strategy implementation. Although this study is significant, there was need to study the effects of strategy implementation on performance of

county governments. This study is important in that it highlighted some of the challenges that are unique to the county government of Baringo.

2.2.2 Influence of Stakeholder Involvement

Stakeholder involvement has been a concern in many countries across the world. Democratic governments will be meaningless without effective and fully informed stakeholder involvement (Bastidas, 2015). Fox and Meyer (2017) view stakeholder involvement as the process of involving the public in the wide range of administrative activities such as policy formulation, service levels determination, priorities in the budget, construction projects so that the government programmes are oriented towards the needs of the community. Brynard (2017) looks at stakeholder involvement as the process where common amateurs in the community put into use their power to make decisions related to the affairs of the community. The amateurs in this case are the non-elite citizens that lack paid offices, special information, wealth, or any other source of power other than their numbers.

Brynard (2017) identifies the role of stakeholder involvement as information provision to the citizens, obtaining information from the citizens who will in turn improve decision making in programmes, projects and services. In addition to this, Okafor (2015) outlines the benefit of involving the community as empowered communities with increased efficiency, better results and outcome, and it also enhances accountability and transparency. It also leads to enhanced service delivery and encourages harmonization of plans. Stakeholder involvement, however, is not particularly easy in developing countries since most of the people shy away from responsibility. Thomas and Thomas (2013) is in the opinion that, for the development programmes to be a success, then the development of elaborate strategies that enhance the participation of the public should be incorporated in the planning. The County Government Act 2012 (CGA), Public Finance

Management Act 2012 (PFMA) and the Urban and Cities Act (2011) provide guidelines on public participation for the implementation by the county government. The acts require public participation in development of new legislations, budget priorities setting, review of performance and expenditure of the public sector, and in the submission of complains and grievances. The law provides that the County assemblies should develop laws and regulations that support effective citizen participation in development planning and performance management. The County Governments is also responsible for the promotion and facilitation of citizen participation in policy and plans development, service delivery, submission of annual reports to county assembly on citizen participation in county affairs. The counties are also obliged to form County Budget and Economic Forum (CBEF) to provide consultation with the inhabitants on the budget process. Some of the key focus area in the constitution that will lead to efficiency, accountability, inclusiveness and equity in government's service delivery are accountability, public participation and transparency.

Strengthening stakeholder involvement and governance is necessary in accelerating growth and dealing with inequalities in economic opportunities, service delivery and investments in different parts of the country. Section 47 of the County Government Acts 2012 (CGA) provides for the design of a performance management plan to evaluate performance of county public service and implementation policies and provides for citizen participation in the evaluation of performance of county governments. The county governments have the role of ensuring that the citizens are engaged and trained and hence facilitate informed decision making more so governance issues. However, noted that public participation was only a 'tokenism' with little public involvement in policy formulation or decision making but only in the endorsement of government decisions. Public participation in the policy formulation programmes and projects design will inclusivity in

the decision making process and enhance ownership of the county initiatives and plans. Article 118(1) and 196(1) (b) of the constitution directs the national and county legislature to respectively facilitate public participation. For this to be effective however, it will not only require the constitutional foundation but also the political goodwill. However, realizing stakeholder involvement in Kenya has faced framework challenges with the ministry of Devolution having not yet operationalized the framework for civic education. Though the County Government Act (CGA, 2012) provides processes for public participation in county governments, there lacked specific modalities for stakeholder involvement.

Past studies on public participation in implementation in County projects have shown citizen participation is critical to the implementation of government funded projects. However, the strategy has encountered a number of operational and policy challenges hence, the gap between provisions in the legal framework and the actual practice. Mbevi (2016) when studying the influence of community participation on performance of development projects in Makueni observed that the involvement of members of the community (public) through information sharing, contribution of resources, collective decision making and project governance contributed immensely towards development projects performance.

Stakeholder involvement is known to play a significant role in strategic implementation. In a study on the impact of stakeholder involvement on the strategic implementation, Kidombo and Gakuu (2012) noted that the nature and composition of the project team was an important aspect. Kuen, Zailani and Fernando (2012) suggested that competent project personnel are significant to direct project success. According to Ackel (2012) top management support and commitment ought to be regular, focused, inclusive and proactive through the implementation of the project. Werner (2016)

postulated that once a plan is well prepared and adopted it must be followed since the project success is meaningful if considered from the degree to which the project's technical performance objective was attained on time and within budget and the contribution that the project made to the strategic mission of the enterprise. In their study on top management support and performance measurement, Vaidya, Sajeev and Callender (2015) found out that successful projects require the use of effective strategies such as outside technical expertise, selection of an experienced project manager, and selection of team members with significant previous work relationships.

Yii (2014) carried out research on the barriers to strategy implementation at the Air New Zealand and found out that leadership and power played a major role in implementation as well as do middle level manager's perceptions. Nicholas (2014) conducted a study on the key factors and challenges of strategy implementation and highlighted communication and information exchange among stakeholders as one such factors. Salem (2017) researched on the obstacles to successful implementation of strategy of strategic decision and found out that human element in the process of implementation was important as well as presence of effective management support systems. Tomi, Ville and Lauri (2014) examined the strategy implementation in the Finland Public Universities and concluded that social structures of the organization played a major role and so do middle management teams.

Fulmer (2017) has observed that the importance of human resources management requires employees to get involved based on a jointly agreed upon reward system and be enthusiastic. In this regard the role of a leader is to align organizational structures, coordinate activities, keep employees motivated and committed and streamline processes to strategy implementation. Matthias and Sascha (2014) believed that the leader should ensure consistency in resource allocation since poor coordination functions and inadequate leadership skills and development can

kill the strategy implementation. Zaribaf and Bayrami (2014) considered managing the strategic process, relationships and training as the key roles of organizational leadership. According to Hussey (2016) the commitment and leadership of the management is essential in strategy implementation. Litemi (2017) identified the amount of strategic communication, lack of clear definition of key employees' responsibility, lack of participation in strategic formulation, poor communication and competing activities as some of the challenges in strategy implementation.

Kangoro (2018) suggests that lack of commitment to strategic management practices by top management and other employees of the organizations results in poor implementation. In this respect the challenge to management is that it might need to recruit, select, train, discipline, transfer, promote and possibly even lay off employees to achieve the organizational strategic objectives. This is because strategy is about commitment and monitoring each step so as in case of challenges, remedial actions are taken instantly to avoid failures.

2.2.3 Influence of Resource Allocation

Currently, there is little research related to resource allocation as a challenge facing counties while implementing their respective strategies. However various studies have been done on challenges of strategy implementation in other organizations. Kinyoe (2012) carried out a study on the challenges of strategy implementation at the Christian Health Association of Kenya and found out that insufficient funding, staff motivation and retention played important roles in the implementation process. This study implied that counties are expected to have various plans to guide their spending hence a critical component of expenditure.

Langat (2014) sought to determine the challenges of implementing devolution and planning objectives by the Ministry of Planning and Devolution in Kenya. The research design for this study

was a case study. The study used primary data which was collected using an interview guide. The study targeted the personnel involved in the implementation of strategies in the ministry of devolution and planning and at the County Governments. The data obtained from the interview guide was analyzed qualitatively using content analysis. The study revealed that there were efforts in mobilizing resources from the government and international development partners. The study is significant but the findings may not apply in the present study where there are insufficient resources, mismatch between strategy and structure and resistance to change.

According to Hill and Johanness (2016) resource allocation is very critical in strategy implementation. If financial, human and technological resources are not well allocated, strategy implementation efforts may be thwarted. However, effective resource allocation does not ordinarily guarantee purely successful strategy implementation because controls, programs, commitment and personnel must breathe life into the resources provided. Resistance to change could also impede strategy implementation.

Stella (2014) studied the major strategy implementation challenges that are in agricultural research institutions in Kenya and identified inadequate funding and untimely release of the set fund as a hindrance to the effective operationalization of strategies in public corporations. She focused on challenges in agricultural research institutions and not in county governments.

Busaka and Kwasira (2015) sought to establish the challenges influencing strategy implementation in public sector organizations. The study targeted 115 managers and gambling inspectors of Betting Control and Licensing Board. The results revealed a fairly strong positive relationship between availability of financial resources and strategy implementation. Financial resources were found to be the most important factor in enhancing strategy implementation. Based on a case study,

Akwara (2014) investigated the challenges of strategy implementation at the Ministry of Cooperative Development and Marketing in Kenya. The study revealed that the organizational culture, human resource policy, financial resources policies and procedures, information and operating systems and performance incentives were all an impediment to strategy implementation.

2.2.4 Influence of Political Situation

Political factors within which an institution runs, touches on the success of the strategy operationalization. Political factors define the legal and regulatory constraints within which firms must operate. Political controls are placed on firms through fair trade decisions, anti-trust laws and many others that are done with the aim of ensuring that the consumer and environment are protected. According to Hussey (2016) meaningful progress in economic development largely relies on unity of purpose of the political actors. When there is political situation the County government strategic plan can be implemented to realize socio-economic development. Essentially, political instability breeds uncertainty over economic policy and adversely affects investor confidence. Economically, there is mass exodus of entrepreneurs characterized by mass layoffs, poverty and crime. Indisputably, political stability and economic growth are jointly determined and must remain necessary bedfellows. Perennially, the national politics has been characterized by personality attacks, character assassination, hate speech and propaganda instead of growing democracy. Constructive politics that incorporate tolerance, understanding and positive criticism are a critical unifying factor to placing economic growth and strategic plan in pole position (Hussey, 2016).

In practice, the resulting plan is vetted, challenging and achievable (Hussey, 2016). Most importantly, it establishes a framework for future growth. Constant refocusing on County question for political mileage and inadequate political situation remains a big threat to land reforms in the

country. In its 2016-18 strategic plan released in Baringo, the commission seeks to engage political parties in a bid to obtain political good will for successful CIDPs. In the vehement absence of political situation in the counties, the possibility of achieving any benefits that can transform lives will something to be realized outcome of which will include dwindling number of entrepreneurs, mass layoffs with ripple effects of poverty and crime. Indisputably, though political stability which is good for development and economic growth are jointly determined and must remain a priority in the whole dispensation. A major challenge is political buy-in which can influence resource allocation to the goals in County governments (Kofron, 2017).

Gebhardt and Eagles (2014) evaluated those factors leading to implementation of strategy plans for parks and recreation in the province of Ontario, Canada. The study revealed the factors required for successful implementation and those that were obstacles to implementation. The planning process and the human implementation factors that were important to successful implementation of the strategy included, staff understanding the rationale behind the plan and having a commitment to the plan, consulting both public and general interest groups. Having key policy leaders lobbying on behalf of the plan and the staff agreeing with recommendations were also identified as being key to successful implementation. The researchers listed the main obstacles to implementation as; lack of resources and staff having negative feelings towards the plan. Other obstacles listed included lack of political goodwill.

According to Diefenbach (2015) managers favour managerial change that helps increase efficiency, reduce costs, increase profits and enable organizations to become more businesslike and to secure their survival. Consequently, many managers believe in what they say and work very hard to achieve the changes and results proclaimed. Despite assurances that the new agenda is solely about rational strategic responses and technical aspects, organizational politics implies

strategic change initiatives may be affected if formulation and implementation are much about influence, power and control (Diefenbach, 2015).

Yambwa (2014) investigated the reasons for failing to implement strategic plans in the Ministry of Regional and Local Government, Housing and Rural Development, Namibia. The study revealed that lack of commitment and teamwork, organizational structure and culture that were not aligned to strategy, inadequate budgetary provision, inadequate leadership to direct strategy implementation, lack of appropriate technology to support the implementation were the major factors affecting the strategic plan implementation in the Namibia's Ministry.

Kirui (2013) investigated the significant institutional factors that influenced the overall push of the former local authorities in Kenya to their pre-determined strategic goals. The thematic focus was on organizational culture, structure, leadership and financial resources. The study found out that all the four affected implementation of strategic plans in Kenya's former local authorities. In addition, culturally, poor internationalization of mission and strategic content, lack of participation in making of rules and regulations, lack of operational manuals, insensitive employee development policies, and highly structured downward communication effected employees mobilization to executing strategic plans. Organizational structures of the local authorities are known to influence implementation of strategic plans in the forms of task allocation, decentralization of authority, span of control, hierarchical length, employee co-ordination and integration, and structural flexibility. Other key political risks in the performance of county projects include corruption, change in legislations and delays in the approval processes.

2.2.5 Strategic Implementation of County Integrated Development Plans

Formulating a consistent strategy is a difficult task, leave alone making the strategy work (Hrebiniak, 2015). Although devolution is still a new concept, more studies are needed on the

implementation of the CIDPs to see how countries are trying to navigate through the system. Comparisons ought to be done on how vision 2030 goals are incorporated into these plans. This will be help in identifying the key challenges facing county governments in implementing development plans.

The CIDP is a five-year plan which county governments are required to compile to determine the development needs of the county (Slater, 2014). The CIDP is also linked to the county's budget. Because things can change very quickly, the CIDP is reviewed annually not only to determine the status of the identified projects but also to ascertain whether the remaining projects are still relevant. The review process requires the incorporation of public participation, which gives citizens opportunity to highlight and prioritize their development needs. Therefore, the county government ought to encourage citizen participation during CIDP meetings to present their views and ensure that their urgent needs are deliberated. The citizens can also communicate via Ward Committees and Ward administrators. According to Litemi (2017) the CIDP is a super plan for counties that gives an overall framework for development although many people do not consider it worthwhile. The aim of CIDP is to co-ordinate the work of both levels of the government in a coherent plan to improve the quality of life for the residents and contribute towards strengthening devolution.

In Kenya, counties employ the integrated development planning to plan future development. Rural areas were left underdeveloped and largely not serviced. The new approach to local government is developmental and aims to overcome poor planning of the past. Slater (2014) has observed that the integrated development planning involves the entire county and its citizens in finding the best solutions to achieving long-term development. It should be considered that the existing conditions

and resources available for development be regularly evaluated. The plan should look at economic and social development for the area as a whole and must set a framework for land utilization, infrastructural requirement, services needed and environmental protection (Fulmer, 2017). The county is responsible for the co-ordination of the IDP and must involve other stakeholders who can contribute to the development of the area.

2.3 Summary of Research Gaps

The main critical phase of strategic process is translating the strategies into actions. Within the field of strategic implementation there has been a significant amount of research on strategy processes which involve strategic decision and its implementation (Elbanna, 2015). However, there is only a small amount of evidence on strategy implementation as most attention has traditionally been paid to the formulation of strategy. Therefore, the existing literature on strategy implementation is limited in its extent and lack connection of implementation processes with subsequent performance.

There is a long-standing debate on policy implementation and management of change both of which provide some insights into strategy implementation (O'Toole, 2015; Tobia, 2016). However, these are of limited value for strategy implementation: the policy implementation literature focuses typically on inter-organizational implementation, and both literatures lack empirical research linking processes to performance.

From the reviewed literature, it is evident that implementation can take longer than the formulated process (Hrebiniak, 2015). However, strategy implementation should be interactive involving policies, strategies, programs and actions that allow a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2015). Many scholars appear to

suggest that strategy implementation is a craft, rather than a science with fragmented and eclectic history (Nicanor, 2015). Its implementation consists in considering actions that are doable to reach the targeted performance. However, the reviewed literature on strategic implementation reflects more contributions on strategy making than strategy execution. Thus, there is inadequate literature relating to the challenges facing implementation of strategic plans with special consideration on management competencies, public sharing of information, public participation, monitoring and evaluation, and political interference. However, the implementation of any strategic plan is a key concern for all the stakeholders since it helps determine the immediate outcomes and the long lasting impact on the target population. Generally, strategic implementation has been used as a baseline for replication of strategic plans, learning lessons, documenting evidence, decision making and planning.

According to Aguinis (2009) strategic implementation involves the continuous process of identifying, measuring and developing individuals and the alignment of performance with the strategic goals of the organization. For efficient strategic implementation of strategic plans, key areas of concern include productivity, cost of quality, customer satisfaction, employee satisfaction and return on investment (Packer, 2015). Moreover, the strategic implementation of plans is greatly influenced by the stakeholders. This represents individuals or groups of people who have a particular interest in the outcome of the activities included in the plans and how this will fulfill their interests. The key stakeholders according to Carroll and Buchholtz (2017) include shareholders and investors, employees and managers, customers and local communities. Consequently, the outcome of effective strategic implementation can be assessed in relation to the expectation, perceived performance, disconfirmation and satisfaction.

2.4 Conceptual Framework

According to Babbie (2016) a conceptual framework is diagrammatical representation of a set of broad ideas and principles derived from relevant field of inquiry and used to structure subsequent preventions. This conceptual framework was based on the idea that strategic plans play a crucial role on county performance.

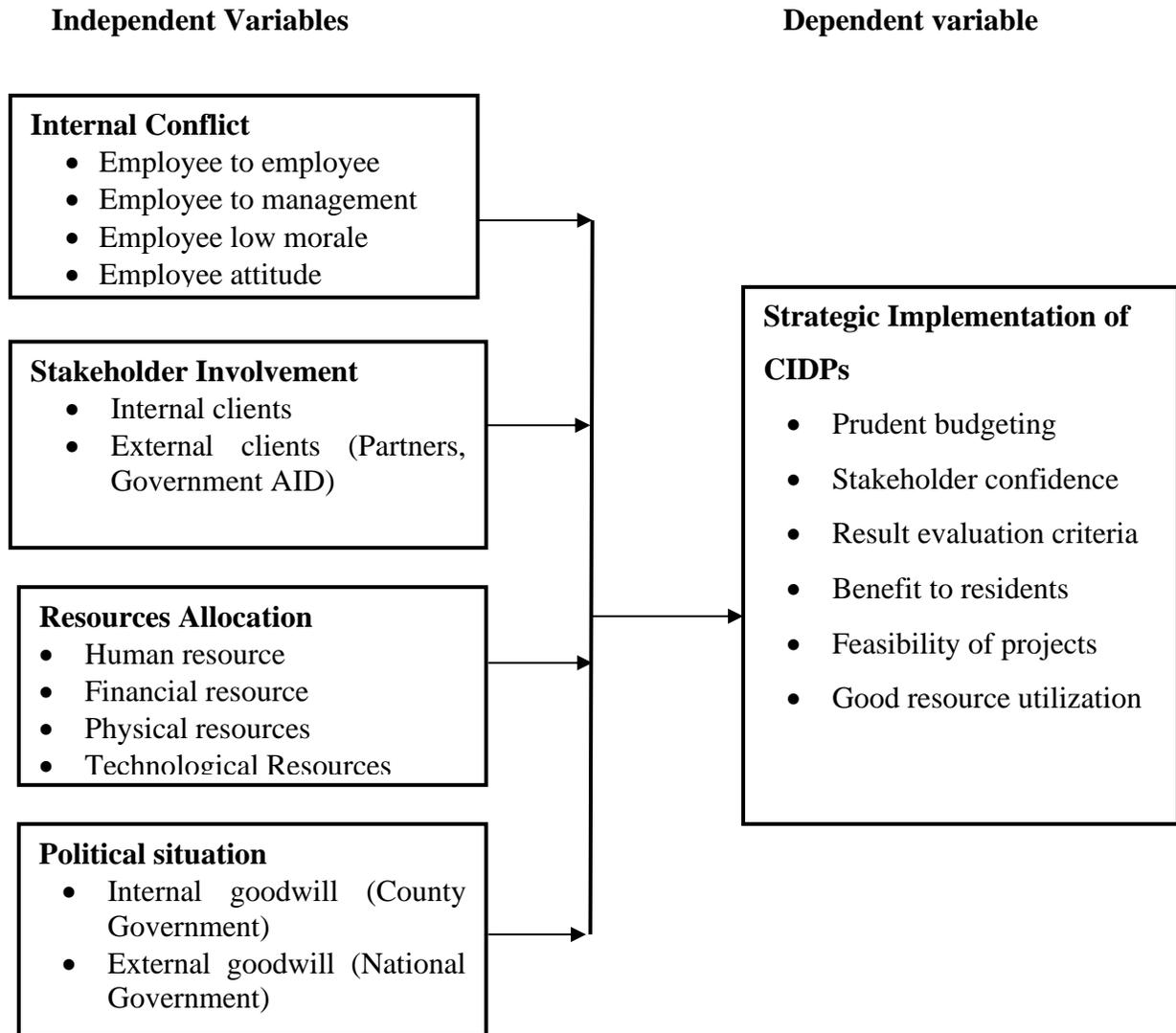


Figure 1: Conceptual Framework

Source: Own conceptualization (2019)

In the conceptual framework, the independent variables were internal conflict, stakeholder involvement, resources allocation and political situation which were conceptualized as affecting the implementation of the CIDP as the dependent variable. The conceptual framework also shows that the indicators of internal conflict included the employee to employee conflict, employee to management conflict, employee low morale and attitude while stakeholder involvement include

internal and external clients such as partners and government support agencies. The indicators of resources allocation included human resource, financial resource, physical resources and technological resources while political goodwill and external support from the national government were the indicators of political situation. These are coupled with poor management skills, lack of support from the top management, slow budget approval, lack of clear individual role and alignment with the organization strategic plan, employee involvement, poor staffing, and ineffective communication during strategy implementation and coordination of activities during strategy implementation to influence strategy implementation. The indicators of CIPD implementation included prudent budgeting, stakeholder confidence, result evaluation criteria, benefit to residents, feasibility of projects and good resource utilization. The conceptual framework highlights the interaction of the challenges that are unique to the implementation of strategic plan in Baringo County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study was based on a descriptive survey design. Cresswell (2014) defines the descriptive survey design as a way of assessing public opinion or individual characteristics by the use of questionnaire. It is an investigation seeking to retain the all-inclusive and important characteristics of aspects being studied. The descriptive survey research is one in which a group of people or items is studied by collecting and analyzing data from only a few people or items considered to be representative of the entire group. In other words, only a part of the population is studied, and findings from this are expected to be generalized to the entire population (Cresswell, 2014). The descriptive design was chosen as it was the best serve to answer the questions and the purposes of the study. The study employed quantitative techniques to guide the researcher in collecting, analyzing and interpreting observed facts. In this study, the researcher adopted the descriptive survey design to examine the strategic implementation of the CIDP in Baringo County. Through this design, the study was not only limited to fact finding but resulted into establishment of important principles of knowledge and solution to significant problems.

3.2 Study Area

The study area was Baringo County Government offices at the County headquarters in Kabarnet town.

3.3 Target Population

The target population was 10 CECs, 45 MCAs, 15 Chief Officers and 18 Heads of Departments. The distribution of the target population is presented in table 3.1.

Table 3.1: Target Population

Target Group	Frequency	Percentage (%)
CECs	10	11.4%
MCAs	45	51.1%
Chief officers	15	17.0%
Heads of Departments	18	20.5%
Total	88	100%

Source: Baringo County Government

3.4 Sample and Sampling Design

Sampling design involves the method that is used to select the sample.

3.4.1 Sample size

To determine the sample size from a population, the researcher used the table suggested by Kathuri and Pals (1983). The table recommends a sample size of 73 from a target population of 88.

Table 3.2: Distribution of the Sample Size

Cadre	Frequency	Sample Size	Percentage
CECs	10	8	10.96
MCAs	45	37	50.68
Chief officers	15	12	16.44
Heads of Departments	18	15	20.45
Total	88	73	100.00

Source: County Government of Baringo (2019)

3.4.2 Sampling Frame

Sampling frame is a list of the items or people forming a population from which a sample is taken (Cresswell, 2014). In this study the sampling frame is made up of 10 CECs, 45 MCAs, 15 Chief Officers and 18 Heads of Departments.

3.4.3 Sampling Procedure

Sampling is the selection of a subset of individuals from a population to yield some knowledge about the whole population, especially for the purposes of making predictions based on statistical inference (Cresswell, 2014). Due to logistical constraints, a representative sample of respondents was selected to constitute study participants. Stratified random sampling was applied in selecting the respondents. The required sample size was further proportionately distributed to all the strata and simple random sampling applied in selecting the actual study participants.

3.5 Data Collection

3.5.1 Instrumentation

Primary data was collected using questionnaires. A questionnaire is a method of data collection in which respondents provide written answers to written questions (Mugenda & Mugenda, 2012). The questionnaires were semi-structured and principally written in English language and the content of the questionnaires reflected the objectives of the study. The key areas of the questionnaire solicited data on the aspects of the study variables particularly on the challenges of strategic implementation of CIDPs in Baringo County, the impact of internal conflicts, the influence of stakeholder and resource allocation. The questionnaires contained closed ended questions (Mugenda & Mugenda, 2012).

3.5.1.1 Validity

Validity exists when the knowledge sought is arrived at through descriptions that make possible an understanding of the meanings and essences of experience (Mugenda & Mugenda, 2012). Validity was addressed in this study by good instrument design to reflect the research objectives. The supervisors were consulted to scrutinize the research objectives and to help improve the research instrument (Mugenda & Mugenda, 2012). The supervisors helped to ascertain whether

the data collection methods yielded relevant and correct data with regard to the research questions. The researcher also checked the accuracy and meaningfulness of inferences and to ensure that they are based on the research results.

3.5.1.2 Reliability

Reliability refers to the extent to which a research tool yields consistent results when applied in many occasions (Mugenda & Mugenda, 2012). The researcher checked and corrected errors for inaccurate coding and ambiguity in instructions to the respondents. A pilot study was conducted to test the reliability of the instruments. During pilot study the researcher ascertained whether the study made sense and not biased. Questionnaire items that were ambiguous were modified while those that had low score on reliability test were rephrased. The reliability was also ensured by testing the instruments during pilot study. Cronbach’s alpha reliability coefficient of 0.829 was obtained and considered acceptable as shown in table 3.3.

Table 3.3: Reliability Test Results

Variables	No of Questionnaires	No of items	Cronbach’s alpha coefficient
Internal conflicts	7	35	0.979
Stakeholder involvement	7	35	0.857
Resource allocation	7	35	0.761
Political situation	7	35	0.867
Strategic Implementation of CIDPs	7	35	0.679
Grand Mean	7	35	0.829

3.5.2 Data Collection Procedures

Data collection refers to the process of gathering raw and unprocessed data that can be processed into meaningful form, following the scientific process of data analysis (Cresswell, 2014). The questionnaires were sent to the respondents under a questionnaire forwarding letter accompanied by an introductory form from the University. A qualified research assistant was tasked with the

delivery and collection of questionnaires. A letter of introduction from Kisii University School of Postgraduate Studies was obtained to introduce the researcher to the National Commission for Science, Technology and Innovation (NACOSTI) in order to be issued with a research permit to conduct the study. A preliminary visit was made to the concerned departments to inform them about the intended research visit. A date to administer the research instruments were arranged during these visits. This helped the researcher establish the work plan.

3.6 Data Analysis and Presentation

Data analysis involves examining what has been collected in the survey and making deductions and inferences from it (Mugenda & Mugenda, 2012). It is the practice in which raw data is ordered and organized so that useful information can be extracted for analysis (Mugenda & Mugenda, 2012). It includes uncovering underlying structures, detecting abnormalities and testing the underlying assumptions. In this study both descriptive and inferential statistics were used to analyze data. The descriptive statistics included frequency count, percentages, mean and standard deviation. The analysis was done with the aid of the Statistical Package for the Social Sciences version 25.

In the present study, the variance of inflation factor (VIF) was used to check multicollinearity (Cresswell, 2014). The normality was tested using Shapiro-Wilk and Kolmogorov-Smirnov tests. The study used Durbin Watson measure to check on the existence of autocorrelation. Multiple regression analysis was adopted and the coefficient of determination resulting from the regression was considered in determining the goodness of fit. The study also carried out a multiple regression test to evaluate the combined effect of the independent variables. The R-squared was computed to show by what percentage the independent variables could explain the predictor variable. P-values for the t-test statistics helped to determine the significance of the predictor variables in the

regression model. Variables with a p-value less than 0.05 were significant in the equation. The proposed regression model is represented as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \quad \text{Where;}$$

Y = Strategic Implementation of CIDPs

β_0 = Constant Term

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

X_1 = Internal Conflict

X_2 = Stakeholder Involvement

X_3 = Resources Allocation

X_4 = Political situation

e = Error term

The multiple regressions analyses are advanced on the assumptions that there exists a linear relationship between the study variables. The diagnostic tests were carried out to confirm whether the data collection instruments are reliable and valid and whether the set questions are aimed at addressing the study variables. Multiple regression analysis also assumed that the variables had a normal distribution. The study carried out a multiple regression test to evaluate the combined effect of the independent variables. The analysis of variance was used to determine whether the model is a good fit for the data.

3.7 Ethical Considerations

To ensure ethical responsibility in dealing with the respondents, the researcher promises to be honest. The researcher guaranteed confidentiality and anonymity to the respondents and did not disclose identity of the respondents. The privacy of the respondent was upheld. On the other hand, psychological harm was avoided by not asking embarrassing questions, expressing shock or disgust while collecting data. For instance, using threatening statements or compelling the

respondents to act against their values and beliefs or cause fear and anxiety among respondents, an action or statement which lowers the respondent's self-esteem or self-worth was also considered unethical and was greatly avoided. Any psychological form of harmful action like forcing respondents to recall unpleasant occurrences against their will thus creating discomfort and resentment was also avoided. The principle of voluntary consent was conformed to and the respondents were not coerced to take part in the study. Unethical behaviors occur if the researcher was bothered by the potential refusal of the subjects to provide data or are unable to make informed decisions about participating or not. Ethical considerations for this study were particularly about voluntary participation, informed consent, confidentiality and truthfulness.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Response Rate

This section discusses the response rate. The response rate from the study as per the questionnaires received is presented in table 4.1.

Table 4.1: Response Rate

Target No. of Respondents	No. of Questionnaires Returned	Response Rate (%)
73	70	94

Source: Research Data, 2019

As shown in Table 4.1, the study targeted a sample size of 73 respondents drawn from County Government of Baringo. However, 70 respondents filled in and returned the questionnaires making a response rate of 94% which was considered satisfactory. This was in agreement with Mugenda and Mugenda (2012) who observed that a response rate above 50% is sufficient for a study in business and social sciences. Moreover, Hair (2009) states that a response rate of between 30 to 80% of the total sample size can be used to represent the opinion of the entire population.

4.2 Demographic Information

4.2.1 Classification of Respondents According to Gender

The study sought to establish the distribution of the respondents according to gender and the results obtained were presented as shown in Table 4.2.

Table 4.2: Gender of Respondents

Gender	Number	Percentage (%)
Male	54	77
Female	16	23
Total	70	100

Source: Research Data, 2019

As shown in Table 4.2, 77% of the respondents were male while the female were 23%. It is evident that majority of the respondents were male. Thus, gender of the respondents may be an important in assessing the challenges facing strategic implementation of CIDP in the county government of Baringo. The distribution of the respondents according to age group is presented in table 4.3.

Table 4.3: Demographics Characteristics of the Respondents

Age	Frequency	Percentage
18-29	4	6
30-39	5	7
40-49	29	41
50-59	23	33
60 and above	9	13
Total	70	100

The findings presented in table 4.3 indicate that the respondents aged between 40-49 years were the majority (41%), 33% were aged 50-59, 60 years and above were 13%, 30-39 years were 7% and 18-29 years were 6%. This shows that majority of the respondents were fairly distributed across the concerned age brackets.

4.2.2 Education Level of Respondents

The researcher sought to establish the level of education of the respondents of the study. The findings were presented as shown in Table 4.4.

Table 4.4: Distribution of respondents According to Education Level

Level of Education	Frequency	Percentage
Diploma	14	20
Bachelors' Degree	36	51
Master's Degree	13	19
PhD	5	7
Other(s)	2	3
Total	70	100.0

Source: Research Data, 2019

The findings in Table 4.4 showed that 51% of the respondents had a bachelor level of education while those with a diploma were 20%. It is also evident that 19% of the respondents had masters' degree while 7% and 3% had PhD and other qualifications respectively. This implied that many respondents had received adequate education level to ascertain the challenges facing strategic implementation of the CIDP in their County government of Baringo.

4.2.3 Distribution of respondents according to period of time worked

The researcher further established the number of years the respondents had worked in County Government of Baringo. The findings from the analysis were as shown in table 4.5.

Table 4.5: Period worked in the county

Length of Service	Frequency	Percent (%)
Less than 5 years	23	33
5-7 Years	33	47
Over 7 Years	14	20
Total	70	100.0

The researcher found out that 23% of the respondents had worked in the County government of Baringo for less than 5 years while 47% had worked for 5-7 years. The remaining 20% of the

respondents had served in the County government of Baringo for above 7 years. Therefore, the researcher noted that most of the respondents comprising of 67% had worked in County Government of Baringo for more than 5 years. Therefore, the respondents had obtained adequate experience to provide credible and valid responses. The study also sought to establish the distribution of the respondents according to category of employment. The results are presented in table 4.6.

Table 4.6: Distribution of the Respondents according to Category

Cadre	Frequency	Percentage
CECs	8	11
MCAs	34	49
Chief officers	12	17
Heads of Departments	15	21
Total	70	100.00

Source: County Government of Baringo (2019)

The researcher found out that 11% of the respondents were CECs while 49% were MCAs. It is also evident that 12% were chief officers while 21% were heads of departments in the County government of Baringo. Therefore, the researcher noted that MCAs comprised the majority of the respondents.

4.3 Descriptive Statistics

4.3.1 Internal conflicts have no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The researcher computed the means and standard deviation values of the responses to explore the respondents' perception in regard to the influence of internal conflicts. The findings are presented in table 4.7.

Table 4.7: Influence of Internal conflicts

Statements	N	Mean	Std. Dev
Internal conflicts among employees has affected the strategic implementation of CIDPs in Baringo County Government	70	3.79	1.03
Conflicts between employees and the management to a great extent has affected the strategic implementation of CIDPs in Baringo County Government	70	3.51	1.15
Failure to control conflict among employees has affected the strategic implementation of CIDPs in Baringo County	70	3.63	1.13
Low morale of employees has interfered with the implementation of the CIDP of Baringo County	70	2.59	0.83
Poor communication and attitude of employees has affected strategic implementation of the CIDP in Baringo County	70	3.32	0.78
Grand Mean	70	3.368	0.984

From the findings it was evident that majority of the respondents agreed that internal conflicts among employees affected the strategic implementation of the CIDP in Baringo County Government as revealed by a mean response rate of 3.79 with a standard deviation of 1.03. On the other hand majority of the respondents agreed that to a great extent internal conflicts affected the strategic implementation of the CIDP as shown by a mean response of 3.51 and a standard deviation of 1.15. The results also reveal that the respondents agreed that failure to control conflicts among employees affected the strategic implementation of the CIDP. This is revealed by a mean response of 3.63 with a standard deviation of 1.13. Similarly, the respondents agreed that political leaders interfered with the management of the county thus affecting the implementation of the CIDP as shown by a mean response of 2.59 and a standard deviation of 0.83. In addition, the respondents agreed that ineffective communication during strategy implementation affected strategic implementation of the CIDP in Baringo County as revealed by a mean response of 3.32 with a standard deviation of 0.78. The grand mean of 3.368 with a standard deviation of 0.984 indicates that the presence of internal conflict tended to influence the strategic implementation of CIDP.

These findings concurred with Anthrem (2016) who observed that management of internal conflict can make a great difference for effective strategic implementation in the county especially in county governments. Polle (2012) concurred that internal wrangles were the main challenges facing strategy implementation in the county governments. Kirui (2016) and Wanjiru (2016) also noted that staff morale, negative attitude, resistance to change and traditional culture played a major role in influencing strategic implementation. Allimond (2017) also found that most counties fail to implement their strategy due to internal conflicts, lack of coordination of activities, lack of alignment with the organization strategic plan, poor staffing morale and poor communication during strategy implementation.

4.3.2 Stakeholder involvement has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The study also sought to establish the respondents’ views in regard to stakeholder involvement. The means and standard deviations were computed for all the responses and the findings are presented in table 4.8.

Table 4.8: Influence of Stakeholder involvement

Statements	N	Mean	Std. Dev
Development partners involvement can bring confusion thus affecting the strategic implementation of the CIDP	70	3.39	0.73
Corruption dealings among stakeholders can affect the strategic implementation of the CIDP in Baringo County	70	3.42	1.15
Involvement of internal clients can affect the strategic implementation of the CIDP in Baringo County Government	70	3.22	0.88
Government interference has affected the strategic implementation of the CIDP in Baringo County Government	70	3.09	1.02
All stakeholders are committed to the ideals of implementation of the CIDP in Baringo County	70	3.12	1.03
Grand Mean	70	3.248	0.962

The findings demonstrated that the respondents agreed that development partners' involvement can bring confusion thus affecting the strategic implementation of the CIDP as revealed by a mean response of 3.39 with a standard deviation of 0.73. The results also showed that corruption dealings among stakeholders can affect the strategic implementation of the CIDP in Baringo County as revealed by a mean response of 3.42 with a standard deviation of 1.15. It is also evident that majority of the respondents agreed that involvement of internal clients could affect the strategic implementation of the CIDP in Baringo County Government as shown by a mean response of 3.22 and standard deviation of 0.88.

The respondents also agreed that government interference had affected the strategic implementation of the CIDP in Baringo County Government as revealed by a mean response of 3.09 and a standard deviation of 1.02. Moreover, all stakeholders were committed to the ideals of implementation of the CIDP in Baringo County. This was revealed by a mean response of 3.12 with a standard deviation of 1.03. The grand mean of 3.284 with a standard deviation of 1.04 indicate that majority of the respondents concurred that shareholder participation was a challenge in the implementation of strategic of the CIDP in Baringo county.

These findings are supported by Barber (2013) who observed that the implementation of strategic plans was more likely to rely on stakeholder involvement in determining the agents of strategy implementers. The results also concurred with Ackel (2012) who recommended that management support and commitment of employees ought to be regular, focused, inclusive and proactive to facilitate the implementation of a strategic plan. Vaidya, Sajeev and Callender (2015) also alleged that successful strategic implementation requires effective strategies including outside technical expertise, selection of an experienced project manager and selection of team members with

significant previous work relationships. It is in the same vain that Yii (2014) established that leadership and power played a major role in implementation. Other researchers have highlighted communication and information exchange among stakeholders, sealing corruption loopholes and partner involvement as some of the challenges to successful strategy implementation.

4.3.3 Resource allocation has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The researcher further sought to establish the views of the respondents regarding the influence of resource allocation as a strategic implementation challenge in County Government of Baringo. The means and standard deviation values were computed to assist the researcher in making pertinent inferences. The findings from the analysis are presented in table 4.9.

Table 4.9: Resource allocation in County Government of Baringo

Statements	N	Mean	Std. Dev
Adequate human resources have been mobilized to facilitate CIDP implementation	70	3.89	1.01
Poor resource allocation by the management has affected the strategic implementation of CIDP in Baringo County	70	3.57	0.94
Financial resources are not allocated hence affecting the strategic implementation of CIDPs in Baringo County Government	70	3.68	1.03
Lack of physical resources in the County affects strategic implementation of CIDPs in Baringo County Government	70	3.62	0.83
Technological resources in the County are unavailable hence affecting the strategic implementation of CIDPs	70	2.409	1.021
Grand Mean	70	3.4338	0.9662

The results showed that the respondents agreed that adequate human resources had been mobilized to facilitate the CIDP implementation as revealed by a mean response of 3.89 with a standard deviation of 1.01. However, majority of the respondents agreed that poor financial resource

allocation by the management affected the strategic implementation of the CIDP in Baringo County as shown by a mean response of 3.57 with a standard deviation of 0.94.

The study also revealed that adequate resources were not allocated hence affecting the strategic implementation of the CIDP in Baringo County Government as shown by a mean response rate of 3.68 with a standard deviation of 1.03. Similarly, the respondents agreed that lack of physical resources affected strategic implementation of the CIDP in Baringo County Government as revealed by a mean response of 3.62 and a standard deviation of 0.83. However, the respondents were undecided on whether technological resources were unavailable hence affecting the strategic implementation of the CIDP as revealed by a mean response of 2.409 with a standard deviation of 1.021. The grand mean response of 3.4338 with a standard deviation of 0.9662 reveals that resource allocation is an important factor that should be improved in order to enhance implementation of strategic plan.

Generally, the results concurred with Kinyoe (2012) who found out that adequate resource allocation, technical innovation and staff motivation played important roles in the implementation process. However, Langat (2014) revealed that there were efforts in mobilizing resources in spite of the perceived insufficiency of resources, mismatch between strategy and structure and inadequate resource allocation. Ideally, resource allocation is critical in strategy implementation and when resources are not well allocated and controls measures are not breathed into the strategy implementation efforts the outcome may be in disarray. Nevertheless, Busaka and Kwasira (2015) believe that human and financial resources are the most important factors in enhancing strategy implementation.

4.3.4 Political situation has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The researcher further sought to determine the respondents’ views regarding political situation. The means and standard deviation values were used to show the respondents views. The findings from the analysis are shown in table 4.10.

Table 4.10: Influence of Political situation

Statements	N	Mean	Std. Dev
Internal political goodwill has affected the strategic implementation of the CIDP in Baringo County Government	70	4.01	0.32
External political situation has interfered with the strategic implementation of the CIDP in Baringo County Government	70	3.89	0.77
Changes in political situation over time has affecting strategic implementation of the CIDP in Baringo County	70	3.69	0.97
Political players in Baringo County have created a conducive environment hence positively affecting the strategic implementation of the CIDP	70	3.67	0.83
Most positions in Baringo County are as a result of political influence hence affecting the strategic implementation of the CIDP	70	3.79	1.15
Grand Mean	70	3.81	0.808

As shown in table 4.10 the respondents agreed that internal political goodwill had affected the strategic implementation of the CIDP in Baringo County Government as revealed by a mean response of 4.01 with a standard deviation of 0.32. Also the findings reveal that external political situation had interfered with the strategic implementation of the CIDP in Baringo County Government as indicated by a mean response of 3.89 and a standard deviation of 0.77. This concurred with Rauf (2016) who discovered that political situation procedures were positively related to organizational performance. Moreover, the respondents agreed that changes in political situation over time had affecting strategic implementation of the CIDP in Baringo County. This was revealed by a mean response of 3.69 with a standard deviation of 0.97. Similarly, the respondents agreed that politicians in Baringo County created conducive political environment due

to good reputation hence positively affecting the strategic implementation of the CIDP as revealed by a mean response of 3.67 with a standard deviation of 0.83. Moreover, there was a higher response in regard to whether most positions in Baringo County were filled in through political influence hence affecting the strategic implementation of the CIDP as indicated by mean response of 3.79 with standard deviations of 1.15. The grand mean of 3.81 and a standard deviation of 0.808 shows that majority of the respondents agreed with the statements in relation to the influence of political situation on the implementation of strategic implementation. For instance, Hussey (2016) noted that meaningful progress in economic development largely relied on unity of purpose by the political factors. This is because a major challenge is political buy-in which can influence resource allocation (Kofron, 2017).

4.3.5 Strategic Implementation of CIDP in Baringo County

The study sought to establish the respondents’ perceptions regarding strategic implementation of the CIDP of the County government of Baringo. The results are presented in table 4.11.

Table 4.11: Strategic implementation of CIDP of the County government of Baringo

Statements	N	Mean	Std. Dev
The implementation of the CIDP has been achieved due to prudent budgeting	70	4.01	0.91
The county usually ensure that the implementation of the CIDP promotes stakeholder confidence	70	3.70	0.92
The implementation is based on feasibility study and criteria evaluation the county projects	70	3.65	1.001
The implementation of the CIDP benefits residents	70	3.49	0.73
The implementation of the CIDP is based on good resource utilization	70	3.68	0.70
Grand Mean	70	3.706	0.8522

The findings demonstrated that the respondents concurred that the implementation of the development plans has been achieved due to prudent budgeting as reflected in a mean response of 4.01 and a standard deviation of 0.91. It is also evident that the county government ensured that the implementation of the CIDP promoted stakeholder confidence (M=3.70, SD=0.92) and was based on feasibility study and criteria evaluation for the county projects (M=3.65, SD=1.001). The respondents further agreed that the implementation of the CIDP benefited the residents (M=3.49, SD=0.73) and was based on good resource utilization (M=3.68, SD=0.70). The Grand of mean distribution of 3.706 with a standard deviation of 0.8522 on the implementation of strategic plan in Baringo County indicates an agreement that there was high level of implementation of the CIDP. These findings concurred with Hrebiniak (2015) who recommended deeper analysis of CIDP in order to ensure prudent budgeting and effective budget utilization. The results also concurs with Litemi (2017) who noted that the CIDP implementation is based on effective feasibility study on

appropriate utilization, infrastructural requirement, services needed and environmental protection. Therefore, in order to enhance strategic implementation of the CIDP, the implementers should be open and transparent and factors in in mitigate against the strategic implementation challenges.

4.4 Inferential Statistics

The study sought to establish the underlying relationships between the study variables and the extent to which the independent variables influenced the strategic implementation of the CIDP. Correlation analysis and regression analysis were computed to establish this association. The results on the relationship between strategic implementation challenges and strategic implementation of the CIDP are presented in table 4.12.

Table 4.12: Relationship challenges to implementation of CIDP

		Internal conflicts	Stakeholder involvement	Resource allocation	Political situation
Strategic implementation of CIDP	Pearson Correlation	0.274	0.303	0.215	0.201
	Sig. (2-tailed)	0.001	0.002	0.0012	0.000
	N	70	70	70	70

4.4.1 Internal conflicts have no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The results presented in table 4.12 indicated the presence of a positive relationship ($r=0.274$, $p=0.001$) between internal conflicts and the implementation of the CIDP of the County government of Baringo. In addition, the relationship was found to be statistically significant at $p<0.05$ level of significance. Therefore, the researcher observed that internal conflicts influenced strategic

implementation of the CIDP. As such, the first hypothesis **H₀₁** which stated that there was no statistically significant influence of internal conflicts on strategic implementation of the CIDP in the county government of Baringo was rejected. The results are similar to previous studies which revealed that internal conflicts, low staff morale and poor conflict management mechanisms (Snow & Hrebiniak, 2014).

4.4.2 Stakeholder involvement has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The second hypothesis of the study was to test whether there was any statistically significant influence of stakeholder involvement on strategic implementation of the CIDP in the County Government of Baringo. As shown in table 4.12 the researcher established that there was a positive relationship ($r=0.303$, $p=0.002$) between stakeholder involvement and implementation of the CIDP in the County government of Baringo. The relationship was statistically significant at $p<0.05$ level of significance. Therefore, the null hypothesis **H₀₂** that stated that there was no statistically significant influence of stakeholder involvement on strategic implementation of the CIDP in County Government of Baringo was rejected.

The study observed that the strategic implementation of the CIDP of the County Government of Baringo depended on stakeholder involvement. These findings are supported by the results of previous studies which considered team work, transparency, delegation of responsibilities, increased participation of MCAs in the implementation process, increased capacity building of staff, increased coordinated and collaboration among stakeholders as the most significant factors influencing strategy implementation (Kangoro, 2018). Similarly this agrees with Okumu (2016) who noted that the main barriers to the implementation of strategies include corruption, lack of

coordination and participation from other levels of management and resistance from external actors.

4.4.3 Resource allocation has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The researcher sought to establish the influence of resource allocation on the implementation of the CIDP in the County Government of Baringo. The analysis revealed the presence of a positive relationship ($r=0.215$, $p=0.0012$) between resource allocation and implementation of the CIDP in the County Government of Baringo. The relationship was found to be statistically significant at $p<0.05$ level of significance. Therefore, the null hypothesis **H₀₃** that stated that resource allocation had no influence on strategic implementation of the CIDP in the County government of Baringo was rejected. Thus, the researcher observed that resource allocation influenced the strategic implementation of the CIDP in the County Government of Baringo. These results imply that the challenges that surface during the strategy implementation process include adequate financial allocation, available human resource and, delayed disbursement of funds, diversion of intended resources.

4.4.4 Political situation has no statistical significant influence on strategic implementation of CIDP in the county government of Baringo

The study further sought to assess the influence of political situation on strategic implementation of the CIDP in the county government of Baringo. The findings indicated the existence of a positive relationship ($r=0.201$; $p=0.000$) between political situation and the strategic implementation of the CIDP in the county government of Baringo. The relationship was also found to be statistically significant at $p<0.05$ level of significance. Therefore, the null hypothesis **H₀₄**

which stated that there was no statistically significant influence of political situation on the County government of Baringo’ strategic implementation of the CIDP was rejected. Therefore, the researcher concluded that strategic implementation of the CIDP of County government of Baringo also depended on political situation. These results are supported by Otiende (2013) who observed that effective strategy implementation required the goodwill of the political leadership to provide the required financial mobilization, proper coordination, legislation and management support to facilitate strategy implementation (Kangoro, 2018). This implies that the challenges faced during strategy implementation could include lack of political goodwill, external pressure and political influence of leadership positions as well as politicization of the process.

4.5 Diagnostic Tests

4.5.1 Test for Normality

In the present study, the variance of inflation factor (VIF) was used to check multicollinearity (Cresswell, 2014). The normality was tested using Shapiro-Wilk and Kolmogorov-Smirnov test.

The test results are presented in table 4.13.

Table 4.13: Shapiro Wilk Test

Variables	Statistic	Sig.
Strategic Implementation of CIDP	.921	.228
Internal conflicts	.946	.234
Stakeholder involvement	.928	.432
Resource allocation	.940	.123
Political situation	.906	.204

Source: (Researcher, 2019)

From the findings as indicated in table 4.13, the data for all four variables was normally distributed.

The findings show that strategic implementation of CIDP (p-value=0.228), internal conflicts (p-

value =0.234), stakeholder involvement (p-value=0.432), resource allocation and political situation (p-value=0.204) were normally distributed.

4.5.2 Multicollinearity Test

In the present study, the variance of inflation factor (VIF) was used to check multicollinearity (Cresswell, 2014). The results are presented in table 4.14.

Table 4.14: Multicollinearity Statistics

Independent Variables	Tolerance	VIF
Internal Conflict	.552	1.813
Stakeholder Involvement	.439	2.277
Resources Allocation	.537	1.863
Political situation	.449	1.778

Source: (Researcher, 2019)

From the findings, the variable internal conflict range had a tolerance of 0.552 and a VIF of 1.813, stakeholder involvement had a tolerance of 0.439 and a VIF of 2.277, resources allocation had a tolerance of 0.537 and a VIF of 1.863 while political situation had a tolerance of 0.449 and a VIF of 1.778. Since the tolerance for all the variables was more than 0.1 and the VIF was not more than 10 therefore there was no need of further investigations.

4.6 Regression Analysis

The researcher attempted to fit a regression model for this study to show the relationship between the independent variables and the dependent variable. Multiple regression analysis was performed and the results presented in table 4.15.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.803 ^a	0.6448	0.0623	0.004984

a. Predictors: (Constant), Political situation, Stakeholder involvement, Resource allocation, Internal conflicts

The model summary indicated the presence of a positive multiple regression (R=0.803) between the independent variables and the dependent variable. Further, the R-squared value of 0.6448 indicated that the independent variables accounted for 64.48% of the total variance in strategic implementation of the CIDP (dependent variable). Therefore, the researcher observed that the independent variables and the dependent variable were statistically related. The analysis of variances yielded the results in table 4.16.

Table 4.16: Analysis of variance of the interaction among the study variables (ANOVA^a)

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	3.405	4	1.039	5.709	0.002 ^b
1	Residual	19.416	66	0.182		
	Total	22.821	70			

a. Dependent Variable: Strategic implementation of CIDP

b. Predictors: (Constant), Political situation, Stakeholder involvement, Resource allocation, Internal conflicts

The study established that the F-ratio ($F_{(4, 66)} = 5.709, p=0.002$) was statistically significant at $p<0.05$ level of significance. This showed that the independent variables taken together significantly influenced strategic implementation of the CIDP in the county government of Baringo. The model’s coefficient values from the regression are presented in table 4.17.

Table 4.17: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3.495	0.463		3.537	0.000
Internal conflicts	0.274	0.133	0.061	0.432	0.001
Stakeholder involvement	0.303	0.771	1.0274	2.518	0.002
Resource allocation	0.215	1.0201	0.087	0.746	0.001
Political situation	0.201	0.037	0.371	1.289	0.000

a. Dependent Variable: Strategic implementation of CIDP

From the model’s coefficients table, the following equation was fitted $Y = 3.495 + 0.274X_1 + 0.303X_2 + 0.215X_3 + 0.201X_4$. From the derived regression model, with all the other factors remaining constant, strategic implementation of the CIDP in the County government of Baringo is a constant value of 3.495. However, the influence of internal conflicts when all other factors remained constant was 0.274. Further, the influence of stakeholder involvement was 0.303 units, for resource allocation was 0.215 while the influence of political situation 0.201 units. This suggests that all the independent variables were directly linked to strategic implementation of the CIDP. This suggests that, holding other factors constants, internal conflicts, stakeholder involvement, political situation and resource allocation led to 0.993 units of strategic implementation of the CIDP in the County government of Baringo.

Based on these results it can be assumed that the strategic implementation of the CIDP is positively affected by strategic implementation challenges. The results have identified stakeholder involvement and internal conflicts as playing a major role in strategy implementation. Also political situation and resource allocation can also constrain the strategic implementation of the

development plan (Mohrman, Galbraith, & Lawler, 2018). Generally, implementation failures are usually linked to the failure to acknowledge and resolve internal conflicts, stakeholder involvement, political situation and resource allocation needed to gain support and to support the organizational changes and learning required to effectively implement the strategy. This indicates that execution failures of strategic plans are often the result of poor resolution of internal conflicts, stakeholder involvement, political situation and resource allocation. The findings support those of Okumu (2016) who indicated that the main barriers to the implementation of strategies include lack of coordination and support from other levels of management, resistance from political leadership and lack of public participation. Reed (2014) concurs that the success of implementation depends on the ability of the leadership to align the organization's resources, outputs and tasks while overseeing policies that guide the process and helping in monitoring the implementation process. It is also worth noting that resource allocation to specific programs may change and be diverted to other areas not prioritized by the plans. This occurs as a result of self-interest which influences the local leadership to approve or disapprove programmes depending on how they are to benefit and not for the common good of the population. Therefore, the coordinated public participation in the formulation process, constant and continued communication on the status of the implementation process, monitoring and evaluation and stakeholder involvement are critically essential in successful implementation of strategy at the CIDP.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings

The strategy implementation of CIDPs depends on the supportive environment and discipline of getting things done. The study's overall objective was to assess the challenges encountered in the strategic implementation of CIDP in Baringo County. The specific objectives were to determine the influence of internal conflicts, stakeholder involvement, resource allocation and political situation on the strategic implementation of CIDPs in Baringo County. The study was guided by the Chandler's Strategy-Structure Proposition and The McKinsey's 7s Model. The study adopted the descriptive research design. The target population was 10 CECs, 45 MCAs, 15 Chief Officers and 18 Heads of Departments. The table recommended by Kathuri and Pals was used to select 73 respondents. Primary data was collected via questionnaires. Descriptive and inferential statistics were employed in data analysis. This chapter presents a summary of the findings and the conclusion made. Recommendations and suggestions for further research are also presented.

From the findings the researcher established the presence of a positive relationship ($r=0.274$, $p=0.001$) between internal conflicts and the implementation of the CIDP of the County government of Baringo. The study established that there was also a positive relationship ($r=0.303$; $p=0.002$) between stakeholder involvement and implementation of the CIDP in the County government of Baringo. The study further revealed that there was a positive relationship ($r=0.215$, $p=0.0012$) between resource allocation and implementation of the CIDP in the County Government of Baringo. On Political Situation, a positive relationship ($r=0.201$; $p=0.000$) between political situation and the strategic implementation of the CIDP in the county government of Baringo.

5.2 Conclusions

The purpose of this study was to investigate challenges facing strategic implementation of the CIDP in the county government of Baringo.

- i. The study concluded that internal conflicts influenced strategic implementation of the CIDP by 27.4% since there was an association of 0.274 at $p=0.001$ between internal conflict and strategic implementation of the CIDP of County government of Baringo.
- ii. 30.3% of variance in strategic implementation of the CIDP was explained by stakeholder involvement as there was a relationship of 0.303 at $p=0.002$ between stakeholder involvement and the implementation of the CIDP in the county government of Baringo.
- iii. The study concluded that resource allocation influenced 21.5% of the strategic implementation of the CIDP since there was an association of 0.215 at $p=0.001$ between resource allocation and strategic implementation of the CIDP of County government of Baringo.
- iv. The study also concluded that political situation influenced 20.1% of the strategic implementation of the CIDP in the county government of Baringo since there was an association of 0.201 at $p=0.00$ between political situation and implementation of the CIDP in the county government of Baringo.
- v. In general, stakeholder involvement, resource allocation, internal conflicts and political situation accounted for 64.48% of the total variance in strategic implementation of the CIDP with the highest influence explained by stakeholder involvement, followed by internal conflicts, resource allocation and finally political situation.

5.3 Recommendations

5.3.1 Recommendations for Action/Practice

The need to utilize innovative measures to overcome the strategic implementation challenges stems from the reality of the rapidly changing external environment. Based on the findings and conclusions drawn from the study, several recommendations are made.

- i. There is need to resolve conflicts critically affecting implementation of the strategic implementation of the CIDP.
- ii. The management must keep track of the implementation process to ensure timely provision of adequate resources required for efficient implementation of the CIDP.
- iii. The county government of Baringo should ensure involvement of stakeholders so that emerging issues that challenge the implementation of the CIDP can be addressed in good time. Moreover, the management should provide for smooth interaction among stakeholders involved in the implementation of the strategy initiatives.
- iv. In addition, the county government should become more proactive in adapting to changing political dynamics that affect the strategic implementation of the CIDP. The county government should also embrace different political views since it appears to majorly influence strategic implementation of the CIDP.
- v. The study also recommends stability of the political situation Baringo in Baringo County. There is also need to embrace internal conflicts resolution mechanisms to maximize the strategic implementation of the CIDP in the county government of Baringo. Creating an enabling environment devoid of inhibitions encourages creativity and innovation and

makes it possible for employees to easily unlock and unleash their potentials for the benefit of the organization.

5.3.2 Recommendations for Further Research/Studies

The study sought to investigate the challenges facing strategic implementation of the CIDP in the county government of Baringo. Due to sampling errors that might have arisen, further research is recommended on the same topic in other counties in order to enhance generalizability of the findings. It is also suggested that a further research be done on the causes of the strategic implementation failures of the CIDP in the county governments in Kenya. There is also need for further studies to establish the perception of political leaders on the strategic implementation of the CIDP in the county government of challenge of County government of Baringo in Baringo County. A further study is also suggested to investigate the role of employees in the implementation of the CIDP in Baringo County.

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APPENDICES

Appendix I: Questionnaire to the Respondents

I am taking MBA in strategic management at Kisii University. The purpose of this questionnaire is to collect data on the **CHALLENGES FACING STRATEGIC IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLANS AMONG COUNTY GOVERNMENTS: A CASE OF BARINGO COUNTY**. The information provided will be purely for academic purposes and will be treated with utmost confidentiality. Please respond by choosing your choice on the questions below.

Section A: Demographic

1. Gender Male Female
2. Highest level of education: Diploma Bachelor’s Master’s PhDs Others
3. Years worked in the County: Less than 5 years 5-7 years Over 7years
4. What is your age in years? 18-29 30-39 40-49 50-59 60 years and above
5. Category of respondents CEC MCA CO HOD

SECTION B: Influence of Internal conflicts

6. Please indicate the extent to which you agree with the following statements about the influence of internal conflict on the strategic implementation of the CIDP in Baringo County Government based on the given scale; Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1).

No.	Statements	5	4	3	2	1
1	Internal conflicts among employees has affected the strategic implementation of CIDPs in Baringo County Government					
2	Conflicts between employees and the management to a great extent has affected the strategic implementation of CIDPs in Baringo County Government					
3	Failure to control conflict among employees has affected the strategic implementation of CIDPs in Baringo County					
4	Low morale of employees has interfered with the implementation of the CIDP of Baringo County					
5	Poor communication and attitude of employees has affected strategic implementation of the CIDP in Baringo County					

Section C: Stakeholder involvement

7. Please indicate the extent to which you agree with the following statements on the influence of stakeholder on the strategic implementation of the CIDP in Baringo County based on the given scale; Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1).

No.	Statement	5	4	3	2	1
1	Development partners involvement can bring confusion thus affecting the strategic implementation of the CIDP					
2	Corruption dealings among stakeholders can affect the strategic implementation of the CIDP in Baringo County					
3	Involvement of internal clients can affect the strategic implementation of the CIDP in Baringo County Government					
4	Government interference has affected the strategic implementation of the CIDP in Baringo County Government					
5	All stakeholders are committed to the ideals of implementation of the CIDP in Baringo County					

Section D: Influence of Resource allocation

8. Please indicate your level of agreement with the following statements on the influence of resource allocation on strategic implementation of the CIDP in Baringo County based on the given scale; Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1).

No.	Statements	5	4	3	2	1
1	Adequate human resources have been mobilized to facilitate CIDP implementation					
2	Poor resource allocation by the management has affected the strategic implementation of CIDP in Baringo County					
3	Financial resources are not allocated hence affecting the strategic implementation of CIDPs in Baringo County Government					
4	Lack of physical resources in the County affects strategic implementation of CIDPs in Baringo County Government					
5	Technological resources in the County are unavailable hence affecting the strategic implementation of CIDPs					

Section E: Influence of Political situation

9. Please indicate the extent to which you agree with the following statements about the influence of Political situation on the strategic implementation of the CIDP based on the given scale; Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1).

No.	Statement	5	4	3	2	1
1	Internal political goodwill has affected the strategic implementation of the CIDP in Baringo County Government					
2	External political situation has interfered with the strategic implementation of the CIDP in Baringo County Government					
3	Changes in political situation over time has affecting strategic implementation of the CIDP in Baringo County					
4	Political players in Baringo County have created a conducive environment hence positively affecting the strategic implementation of the CIDP					
5	Most positions in Baringo County are as a result of political influence hence affecting the strategic implementation of the CIDP					

Section F: Strategic Implementation of Strategic Plan

10. Please indicate the extent to which you agree with the following statements about the strategic implementation of the CIDP based on the given scale; Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1).

No.	Statement	5	4	3	2	1
1	The implementation of the CIDP has been achieved due to prudent budgeting					
2	The county usually ensure that the implementation of the CIDP promotes stakeholder confidence					
3	The implementation is based on feasibility study and criteria evaluation the county projects					
4	The implementation of the CIDP benefits residents					
5	The implementation of the CIDP is based on good resource utilization					

Thank you for your participation

Appendix II: Table for Determining Randomly Chosen Sample Size

Table for determining needed the size of a randomly chosen sample (S) from a given finite population of N cases such that the sample proportion P will be within plus or minus .05 of the population proportion P with a 95 per cent level of confidence.

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2016	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	241	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20160	377

Source: Kathuri and Perls (1983)

Appendix III: Letter of Introduction School of Business and Economics, Kisii University


KISII UNIVERSITY

Telephone: 020 2610479
Facsimile: 020 2491331
Email: commerce@kisiiuniversity.ac.ke

P. O. Box 408-40200
KISII, KENYA
www.kisiiuniversity.ac.ke

SCHOOL OF BUSINESS AND ECONOMICS

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

Ref: KSU/SBI/CBM12/10283/15

Thursday, 25th June, 2019

The Director,
National Commission for Science, Technology &
Innovation (NACOSTI)
NAIROBI.

Dear Sir,

**REF: APPLICATION FOR A RESEARCH PERMIT FOR
SAMMY KIPKOECH KIBOR REG. NO. CBM12/10283/15**

The above named is an MBA student in our institution who intends to carry out a Research. The intended study is titled; "Challenges Facing Strategic Implementation Of County Integrated Development Plans Among County Government In Kenya: A Case Of Baringo County."

The purpose of this letter is to request you to give him a research permit to enable him conduct the research.

Thank you.


Dr. Joshua Wafula, PhD
COORDINATOR, POST-GRADUATE PROGRAMMES



JW/ab

KISII UNIVERSITY IS ISO 9001:2008 CERTIFIED



The County Director of Education
Baringo County.

 HUAWEI P9
LEICA CAMERA

Science, Technology and Innovation is (ISO9001:2008 Certified)

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Appendix IV: Letter of Authorization from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 10623-00100
NAIROBI-KENYA

Ref. No **NACOSTI/P/19/41293/31947**

Date **25th July, 2019**

Sammy Kipkoech Kibor
Kisii University
P.O. Box 408-40200
KISII.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Challenges facing strategic implementation of County integrated development plans among County Governments in Kenya: A Case of Baringo County.”* I am pleased to inform you that you have been authorized to undertake research in **Baringo County** for the period ending **23rd July, 2020.**

You are advised to report to **the County Commissioner, and the County Director of Education, Baringo County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


GODFREY P. KALERWA., MSc, MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Baringo County.

The County Director of Education
Baringo County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

 **HUAWEI P9**
LEICA DUAL CAMERA

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Appendix V: Research Permit from NACOSTI

THIS IS TO CERTIFY THAT:
MR. SAMMY KIPKOECH KIBOR
of KISII UNIVERSITY, 0-30400
Kabarnet, has been permitted to
conduct research in Baringo County

on the topic: CHALLENGES FACING
STRATEGIC IMPLEMENTATION OF
COUNTY INTEGRATED DEVELOPMENT
PLANS AMONG COUNTY GOVERNMENTS
IN KENYA: A CASE OF BARINGO COUNTY

for the period ending:
23rd July,2020

Permit No : NACOSTI/P/19/41293/31947
Date Of Issue : 25th July,2019
Fee Received :Ksh 1000



Applicant's Signature

Director General
National Commission for Science,
Technology & Innovation

Appendix VI: Letter from the County Commissioner, Baringo County



OFFICE OF THE PRESIDENT

Telephone: 053-21285
Fax: (053)-21285
E-Mail:
baringocountycommissioner@yahoo.com
baringocountycommissioner@gmail.com

When replying please quote

**MINISTRY OF INTERIOR
AND CO-ORDINATION
OF
NATIONAL GOVERNMENT**

COUNTY COMMISSIONER'S OFFICE,
BARINGO COUNTY,
P.O. BOX 1 - 30400
KABARNET

REF.NO: **ADM.18/1 VOL.II/112**

7th AUGUST, 2019

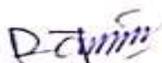
To whom it may concern: -

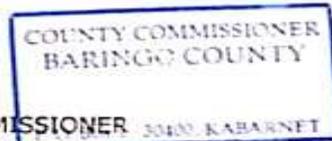
RE: RESEARCH AUTHORIZATION

Reference is made to a letter No.NACOSTI/P/19/41293/31947 dated 25th July, 2019 from the Director General/CEO NACOSTI.

This is to confirm that **Sammy Kipkoech Kibor** of **Kisii University** has been authorized to carry out research on **"Challenges facing strategic implementation of County integrated development plans among County Governments in Kenya: A case study of Baringo County,"** for the period ending **23rd July, 2020**

Please accord him the necessary support.


R. M. RATEO
For: COUNTY COMMISSIONER
BARINGO COUNTY



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