

**THE INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON  
SERVICE DELIVERY IN THE COUNTY GOVERNMENT OF NAIROBI,  
KENYA**

CHRISTABEL, NELIMA MAKOKHA

**A Research Project Submitted to the School of Business and Economics in Partial  
Fulfillment of the Requirement for the Award of Degree of Master of Business  
Administration (Strategic Management Option) of Kabarak University**

September, 2018

## DECLARATION AND APPROVAL

### Declaration

This research project is my original work and has not been presented for a degree in any other university

Signature.....

Date.....

**CHRISTABEL NELIMA MAKOKHA**

**GMB/ON/0219/01/17**

### Approval

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

Signature ..... Date.....

Mr. Njenga Gitahi

Lecturer, School of Business and Economics

Kabarak University, Kenya

Signature..... Date.....

Dr. Geoffrey Kamau

Lecturer, School of Business and Economics

Kabarak University, Kenya

## **ACKNOWLEDGEMENTS**

First and foremost, I would like to give thanks to my Lord and Saviour Jesus Christ. All this would not be possible if it were not for His grace. I thank Him for provision, health and strength to get me through this process. Indeed, I can do all things through Christ who strengthens me.

My deepest appreciation goes to my Supervisors Mr. Njenga Gitahi and Dr. Geoffrey Kamau for their unwavering support with this project. Thank you, for your reliability, availability, insight, counsel, time, effort and for the constructive way you have challenged my thoughts on the topic of this project.

I would like to appreciate my family who have been a major source of encouragement. Thank you for seeing the potential in me and supporting me to achieve this great mile stone. I appreciate the motivation you gave me and your provision through the entire process. Thanks for your patience and understanding for the long hours I have spent on this project. I am also grateful to my classmates for their support as well. I also acknowledge the contribution of the rest of Kabarak University fraternity especially the library staff for their support.

## **DEDICATION**

This research project is dedicated to my family for their unreserved contribution towards the success of this work and an inspiration for my siblings for their future academic work. I highly cherish your love, encouragement, support, and guidance throughout all these years. Above all, thank you for believing in me and more so, training me to believe in myself.

## ABSTRACT

Poor participation in strategy formulation and absorption of development funds hinders effective strategy implementation, review and leadership in county governments and ultimately affects effective service delivery. The main purpose of this research study was to assess the influence of strategic management practices on Service Delivery in County Government of Nairobi City, Kenya. Specific objectives of the influence of the practice of strategic planning, strategic leadership and strategy implementation on service delivery formed the study. Descriptive and correlation research designs were adopted for the study. The study was anchored on Goal setting, systems, results and theory of everything in operations. The target population consisted of 130 respondents consisting of the county executive committee member, the chief officer, 2 directors, an accountant, finance officer, economist, supply chain officer and 2 office administrators from the thirteen (13) ministries in County Government of Nairobi as at January 2018. All the targeted 130 respondents in the 13 ministries in the County Government of Nairobi were sampled, thus forming a census study since the targeted population is specific in nature and limited in number. The questionnaire and interview schedules were used as the data collection instruments. Pilot study was conducted in the County Government of Kiambu using a sample size of 20 respondents to test the validity of the constructs of the questionnaire. Validity of the constructs of the questionnaire was further tested by a review of experts (the supervisors) while reliability was tested using reliability test. Data analysis and interpretation was based on descriptive statistics as well as inferential statistics mainly using SPSS. Analyzed data was presented using tables. Out of 130 questionnaires issued, 121 were filled and returned making it a return rate of 121(93.1%). The study findings on objectives revealed that the influence of strategic management practices (strategic planning, strategic leadership and strategy implementation) on service delivery was significant ( $t = 3.166$ ;  $p < 0.05$ ). The study hypotheses on strategic planning, strategic leadership and strategy implementation not influencing service delivery were rejected. The study recommends that county governments should link planning to budget for them to be able to effectively implement their programs and projects. Departmental strategic planning processes should be all inclusive and participatory to enable holistic capture of views from all stakeholders.

Keywords: *Service Delivery, Strategic Management Practices, County Government, Nairobi.*

# TABLE OF CONTENTS

<b>DECLARATION AND APPROVAL</b> .....	<b>ii</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>iii</b>
<b>DEDICATION</b> .....	<b>iv</b>
<b>ABSTRACT</b> .....	<b>v</b>
<b>TABLE OF CONTENTS</b> .....	<b>vi</b>
<b>LIST OF FIGURES</b> .....	<b>x</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1. Background of the study.....	1
1.1.1. Strategic Management Practices and Service Delivery .....	5
1.2. Statement of the Problem.....	7
1.3. General Objective .....	8
1.3.1. Specific Objectives .....	8
1.3.2. Research hypotheses .....	8
1.4. Justification of the Study .....	8
1.5. Significance of the Study .....	8
1.6. Scope of the Study.....	9
1.7. Limitations and Delimitations of the Study.....	9
1.8. Operationalization of the Key Terms .....	9
<b>CHAPTER TWO</b> .....	<b>11</b>
<b>LITERATURE REVIEW</b> .....	<b>11</b>
2.1 Introduction.....	11
2.2 Theoretical Review .....	11
2.2.1. The Goal Setting Theory.....	11
2.2.2. The Systems Theory .....	12
2.2.3. Results Theory .....	14
2.2.4. The Theory of Everything in Operations .....	15
2.3. Empirical Review.....	16

2.3.1 Effect of Strategic Planning Practice on Service Delivery .....	16
2.3.2. Strategic Leadership Practice and service delivery .....	19
2.3.3. Strategy Implementation Practice and Service Delivery .....	22
2.3.4. Service Delivery in County Governments .....	24
2.4. Critique of the Existing Literature Relevant to the Study.....	25
2.5. Summary of Reviewed Literature & Research Gaps .....	28
2.6. Knowledge Gap .....	33
2.7. Conceptual Framework.....	33
<b>CHAPTER THREE .....</b>	<b>35</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>35</b>
3.1 Introduction.....	35
3.2 Research Design.....	35
3.3 Target Population.....	35
3.4. Sampling and Sampling Technique .....	36
3.5. Data Collection Instruments .....	36
3.5.1 Primary data .....	36
3.6. Validity and Reliability.....	37
3.6.1 Validity .....	37
3.6.2. Reliability.....	37
3.7. Pilot Study.....	37
3.8. Data Collection Procedures.....	38
3.9. Methods of Data Analysis.....	38
3.10. Ethical Considerations .....	39
<b>CHAPTER FOUR.....</b>	<b>40</b>
<b>DATA ANALYSIS AND DISCUSSIONS.....</b>	<b>40</b>
4.1 Introduction.....	40
4.2 Questionnaire Return Rate .....	40
4.3 Background Information.....	41
4.3.1. Distribution of Respondents by Age.....	41
4.3.2 Distribution of Respondents by Gender.....	42
4.3.3 Distribution of Respondents by Academic Qualifications.....	42

4.3.4 Distribution of Respondents by Length of service in the current office.....	43
4.4. Strategic Planning and Service delivery .....	43
4.5. Strategic Leadership and Service Delivery .....	46
4.6. Strategy Implementation on Service Delivery.....	49
4.7. Service delivery in the County Government of Nairobi.....	52
4.8. Correlation Table 4.10: Correlations among the study variables .....	55
4.9. Test of Null Hypotheses among variables under study .....	57
4.10. Influence of Strategic Management Practices on Service Delivery .....	58
<b>CHAPTER FIVE .....</b>	<b>60</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>60</b>
5.1 Introduction.....	60
5.2 Summary of Findings.....	60
5.2.1. Background information .....	60
5.2.2. Strategic planning and Service Delivery.....	61
5.2.3. Strategic Leadership and Service delivery.....	62
5.2.4. Strategy Implementation and Service Delivery .....	63
5.2.5. Service Delivery in the county government of Nairobi .....	64
5.3. Conclusions.....	65
5.3.1. Strategic planning and Service delivery.....	65
5.3.2. Strategic Leadership and Service Delivery .....	67
5.3.3. Strategy Implementation and Service delivery .....	68
5.3.4. Service Delivery.....	68
5.4. Recommendations.....	69
5.5. Recommendations for Further Studies .....	70
REFERENCES .....	71
APPENDIX 1: INTRODUCTORY LETTER TO RESPONDENTS.....	79
APPENDIX 2: QUESTIONNAIRE FOR DIRECTORS AND CHIEF OFFICERS .....	80
APPENDIX 3: INTERVIEW SCHEDULE FOR COUNTY EXECUTIVE COMMITTEE MEMBERS (CECM).....	84
APPENDIX 4: LIST OF MINISTRIES OF THE COUNTY GOVERNMENT OF NAIROBI.....	86



## LIST OF TABLES

Table 2.5: Summary of Literature Reviewed .....	28
Table 3.1: Target Population Matrix.....	36
Table 3.2: Reliability Test Results.....	37
Table 4.1 Questionnaire Return Rate .....	40
Table 4.2: Distribution of Respondents by Age.....	41
Table 4.3: Distribution of Respondents by gender .....	42
Table 4.4 Distribution of Respondents by Academic Qualifications.....	42
Table 4.5: Length of service in the current office .....	43
Table 4.6: The influence of Strategic Planning on Service delivery .....	44
Table 4.7: Influence of Strategic Leadership and Service Delivery .....	47
Table 4.8: The influence of strategy implementation on service delivery .....	50
Table 4.9: Service delivery in the county government of Nairobi.....	52
Table 4.10: Correlations among the study variables.....	55
Table 4.11: Model Summary.....	57
Table 4.12: ANOVA <sup>b</sup> .....	58
Table 4.13: Regression Coefficients <sup>a</sup> .....	59

## **LIST OF FIGURES**

Figure 2.1: Conceptual Framework Showing Interaction of Variables.....	34
--	----

## **ABBREVIATIONS AND ACRONYMS**

<b>ADP</b>	Annual Development Plan
<b>BSC</b>	Balanced Scorecard
<b>CADP</b>	County Annual Development Plan
<b>CECM</b>	County Executive Committee Member
<b>CEO</b>	Chief Executive Officer
<b>CGA</b>	County Government Act
<b>CIDP</b>	County Integrated Development Plan
<b>ERS</b>	Economic Recovery Strategy
<b>GDP</b>	Gross Domestic Product
<b>GoK</b>	Government of Kenya
<b>IFAD</b>	International Fund for Agricultural Development
<b>MBO</b>	Management By Objectives
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PC</b>	Performance Contract
<b>PESTEL</b>	Political, Economic, Social, Technological,
<b>RALGA</b>	Rwandese Association of Local Government Authority
<b>RoK</b>	Republic of Kenya
<b>RRI</b>	Rapid Results Initiative
<b>SMART</b>	Specific, Measurable, Attainable, Realistic, and Time bound
<b>SMEs</b>	Small and Medium Enterprises

<b>SPSS</b>	Statistical Package for Social Scientists
<b>USA</b>	United States of America
<b>UN</b>	United Nations
<b>UNA</b>	United Nations Agencies.

# CHAPTER ONE

## INTRODUCTION

### **1.1. Background of the study**

Strategic management practices involve the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (Strickland, 2013). It is the formal process, or set of processes, used to determine the strategies (actions) for the organization. It focuses on many areas, including the integration of management, marketing, finance/accounting, production/operations, research and development and computer information systems (McKiernan, 2006). Strategy as practice perspective looks at strategy as something people do. Strategic practice is based on the common sense idea that we have to relate tactics to strategy and strategic goals. This involves asking what kind of choices organizations must make in order to be effective in the short term and at the same time take on this challenge (McKiernan, 2006).

Strategic management practice consists of four basic elements, strategic planning, implementation, evaluation and control (Makanga, 2017). It is within these four elements that strategic management practices are manifested and is also described as the strategic management process. Strategic leadership is a component of strategic management practice that involves provision of direction and leadership toward implementation of planned strategy. Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses. It includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines.

Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term objectives and further deriving the functional tactics from the business strategy. This process assists management in identifying the specific immediate actions that must be taken in the key functional areas to implement the business strategy (Pearce and Robinson, 2007). Strategy evaluation and control is the process of comparing the actual performance against the desired performance. Strategy evaluation involves setting control processes to continuously review, evaluate and provide feedback concerning the

implemented strategies to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Sasaka, 2017).

Strategic leadership is the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson 2007). Mungania and Karanja (2015) established that leadership is a major factor affecting the implementation of strategic plans. Understanding the effects of leadership on organizational performance requires examining multiple levels of leadership simultaneously. In organizations of any size, it is likely that organizational performance should be related to the aggregate effects of leaders at different hierarchical levels. Regardless of the effects of an individual leader, alignment or misalignment of leaders across hierarchical levels may enhance or detract from the successful implementation of a strategic initiative.

Service Delivery is getting services as effectively and as quickly as possible to the intended recipient. Stenzel (2013) says that in most instances Service Delivery implies a degree of excellence on the part of the organization. Managers therefore need to understand which activities they need to undertake that are important in creating value and which ones are not. Organizations achieve competitive advantage by delivering value to customers. Strategic capability often lies in the day-to-day activities that people undertake in organizations and develop the ability of people to recognize the relevance of what they do in terms of the strategic capability of the organization. Organizations create transformational leadership teams who have the knowledge, insight and experience to help organizations create a flexible, scalable and cost effective platform for delivering functional and business enabling processes. Tamrakar (2010) indicate that improvement in Service Delivery is also informed by the need to grow and expand services, take advantage of opportunities or merely to implement new knowledge which can come up with action plans.

In many developing countries, the issue of Service Delivery is a challenge that needs to be addressed given the low quality of service provision and the pressing needs of the poor (Besley and Ghatak, 2007). Khalid (2010) supports this view when he states that local councils in Malaysia continue to face pressure to improve their Service Delivery. The increased level of education of

the population has led to a more vocal and more discerning citizenry that expects better services and accountability from its local government. Moreover, rapid industrialization and urbanization of countries have created a challenging environment for the local government (Khalid, 2010). Tamrakar (2010) affirms that in Nepal, public service delivery has remained lower than what was targeted when Nepal announced delivery of public services to its people through a planned development effort.

The USA is well known for its significant improvements in ensuring strategic management practices in its devolved units which has seen an explosion in development of infrastructure for economic sustainability. The rural communities in the USA have grown to enviable levels and most of the devolved units are deemed semi or partially autonomous (Kelegama, 2011). Ever since the introduction of counties in Latin America development planners and academic scholars have underlined the role co-operatives should and do play in stepping-up development. This official and popular support for devolution strengthening has been omnipresent and has received a prominent place in such diverse economic political approaches have been witnessed.

Regionally, the problem of Service Delivery due to poor strategic management practices or culture is a problem that is faced by many towns in the world, especially in Africa and other developing countries. Humphreys (1998) alluded to the fact that, delivery of services has a direct and immediate effect on the quality of the lives of the people in a given community. Poor services can make it difficult to attract business or industry to an area and it will also limit job opportunities for residents (Humphreys, 1998). Hence, as Besley and Ghatak (2007) indicate, improving public service delivery is one of the biggest challenges worldwide.

Gwayi (2010) argues that municipalities in South Africa face serious challenges in implementing Service Delivery options that will enhance existing structures in the sphere of local government points towards the need for strategies to improve Service Delivery. To date, there are limited studies that have formally investigated the causes of poor Service Delivery and the strategies that can be implemented to improve the Service Delivery in local authorities. The Rwandese Association of Local Government Authorities (RALGA) in 2010 reported on the factors affecting Service Delivery in local governments.

Nairobi County is one of the 47 counties in the Republic of Kenya. It borders Kiambu County to the North and West, Kajiado to the South and Machakos to the East (CADP, 2016). Among the three neighboring counties, Kiambu County shares the longest boundary with Nairobi County. The county has a total area of 696.1 Km<sup>2</sup> and is located between longitudes 36o 45’ East and latitudes 1o 18’ South. It lies at an altitude of 1,798 meters above sea level. The County is divided into seventeen sub-counties and a total of eighty five wards. In 2012, the county population was projected to be 3,517,325 and is expected to rise to 3,942,054 in 2015 and 4,253,330 in 2017 with an inter-censual growth rate of 3.8 per cent (CADP, 2016).

The Vision of the county government of Nairobi is “The city of choice to Invest, Work and Live in”. While the mission is to provide affordable, accessible and sustainable quality service, enhancing community participation and creating a secure climate for political, social and economic development through the commitment of a motivated and dedicated team. The county government is embracing a set of strategies to optimize its service delivery (CADP, 2016). In terms of Revenue enhancement, the county government is embracing the strategies of automation of revenue collection processes both at the headquarters and field offices, sealing revenue leakages, increasing public awareness on importance of fee and user charges payment and reduction of default rates through strengthening of enforcement and compliance mechanism. Other strategies include the E-construction, Ad manager, betting and control and mobile applications systems. New areas of collection will be identified and targeted mostly in Eastlands areas. Development of an updated property register coupled with a new valuation roll are considered key springboards for turning around the County’s revenue base in the long run. Receivables have been targeted as an avenue for raising capital (CIDP, 2018-2022). The County is owed huge amounts of money and incentives are being given with an aim of getting payments. Issuance of waivers on penalties are used in the short term. The national Government payables to the County Government stand at Kshs 106 Billion by close of FY 2016/17 and this should be pursued more aggressively.

The role of the County Government as the catalyst of economic development as well as political and social stability is undoubtedly critical given its status as the government at the second level at grassroots level (County Governments Act, 2012). With certain autonomy power, the County is measured to enhance the increased demand from the communities for a more customer oriented



and higher standard of both rural and urban services. The County Government of Nairobi City has the following thirteen (13) departments/ministries: office of the governor, human resource department, county public service board, Finance and Economic Planning, Lands, Housing and Physical Planning, Trade, Industry, Cooperative Development and Tourism, Agriculture, Livestock and Fisheries, Public Service Management, Public, Works, Roads and Transport, Water, Energy, Forestry and Natural Resources, Information, Communication and E-Government, Education, Youth Affairs, Culture and Social Services and Health Services. For effective Service Delivery in the aforementioned mandates, there was need to employ strategic management practices to ensure utmost value for the public (County Government of Nairobi Website, 2017).

### **1.1.1. Strategic Management Practices and Service Delivery**

Strategic management practices involve the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. It is the formal process, or set of processes, used to determine the strategies (actions) for the organization. It focuses on many areas, including the integration of management, marketing, finance/accounting, production/operations, research and development and computer information systems (McKiernan, 2006). Strategic management Practice according to Daman (2010) is based on common sense idea that we have to relate tactics to strategy and strategic goals. This involves the choices an organization makes in order to be effective in the short-term and at the same time takes on this challenge and the kind of tools and activities that will help ‘mind the gaps’ between short-term and long-term goals.

Randall (2000) looks at strategic practice as the internal factors, which include personnel, finance, and manufacturing capabilities and may be analysed based on functional approach, value chain approach or resource-based view approach. The external factors may include macroeconomic matters, technological change, legislation, and socio-cultural changes, as well as changes in the marketplace or competitive position (Regner, 2003). The analysis of external factors therefore encompasses looking at political and regulatory influences, economic factors and influences, societal and cultural influences, and technological innovations (PEST Analysis). An organization also needs to analyse the competitive environment and identify rivalry between competing sellers, companies offering substitute products, suppliers of resource inputs, buyers, and potential new

entrants. The analysis of the concerns of the stakeholders, employees, customers, suppliers and the society in general is crucial in order to develop objectives that stakeholders would support.

Strategic management practices can be beneficial when an organization applies approach to strategic management which matches the situation they are in. The benefits according to Adeleke, Ogundele and Oyenuga (2008) bring about clearer definition of objectives, providing better guidance to the entire organization on the crucial point of "what it is we are trying to do" that is, the vision, making managers and organizational members more alert to new opportunities and threatening development. It helps in overcoming risks and uncertainties and therefore contributes to organization success. Strategy increases the quality of business decisions, creating a more proactive management posture, helping to unify the organization, promoting the development of a constantly evolving business model that will produce sustained, profitability for the business

### **1.1.2. Service delivery in Government ministries**

Municipal Research and Services Centre (2013) defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Whitaker (2010) concurs with this argument and observes that depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself or herself is the principle beneficiary. Whether it is learning new ideas or new skills (education), acquiring healthier habits (health), or changing one's outlook on family or society (social services), only the individual served can accomplish the change. He or she is a vital co-producer of any personal transformation that occurs (Whitaker, 2010). The service provider or agent can only use his or her skills and conduct activities to facilitate the process. Whitaker further insists that in delivering services, the agent helps the person being served to make the desired sorts of changes by supplying encouragements, suggesting options, illustrating techniques, and providing guidance and advice but the agent alone cannot bring about the change. Both the citizen and the agent together produce the desired transformation (Whitaker, 2010).

## **1.2. Statement of the Problem**

Poor involvement of relevant stakeholders during project identification and planning processes and poor absorption of development funds hinders effective strategy formulation, implementation, review and leadership in county governments and ultimately affects effective implementation of strategic management practices and service delivery. Proper strategic management practices should provide a platform for all relevant stakeholders in project identification, timely and adequate absorption of development funds to implementation of planned projects and programs. The County Government of Nairobi has a problem of capital budget absorption rates which averaged at 9.8% in 2013/14, 11.4% in 2014/15 and it is expected to remain below the 30% target in 2016/17(Nairobi County ADP, 2017/2018). This is not isolated to Nairobi County alone. According to the latest report by the controller of budget covering the first quarter of the financial year 2017/2018 between the months of July and September Counties spend 34.27 billion on recurrent expenditure comprising mainly salaries and allowances. Nairobi County spend 4,533,544,429 shillings on recurrent expenditure with 24,571,622 shillings expenditure on development budget. This implies that most of the development projects on the county development plan 2017/18 will not be implemented due to delay in timeframes. At the end of the first quarter, the counties are supposed to have spent 25% of their budgets if the public is to benefit from the budgeted monies. The low absorption of budgeted funds denies the people of Nairobi city county benefits to be derived from development projects such as access to quality services in health, agriculture, roads and educational services (Controller of Budget, 2018). A number of studies on strategic management practices in various organizations have been carried out in the past. On the international front Kandie (2010) who studied on influence of strategic management practices in governments in Europe using a correlational research design noted that change is needed when environmental conditions change. In Africa the Rwandese Association of Local Government Authorities (RALGA) in 2010 reported on the factors affecting Performance in local governments. However, it did not empirically examine the strategies that can be adopted to improve Performance in local authorities. Locally a study by Njau (2001) on challenges of strategy implementation concluded that whereas some firms realized the need to change their strategy due to change in the competitive environment, they lacked finances and managerial empowerment to do so. This study therefore focused on the effect of strategic management practices on service delivery in the County Government of Nairobi.

### **1.3. General Objective**

The study sought to investigate the influence of strategic management practices on service delivery in the county government of Nairobi city, Kenya.

#### **1.3.1. Specific Objectives**

The study was guided by the following objectives:

- i. To examine the influence of strategic planning practice on Service Delivery in the County Government of Nairobi, Kenya
- ii. To explore the influence of strategic leadership practice on Service Delivery in the County Government of Nairobi, Kenya.
- iii. To determine the influence of strategy implementation on Service Delivery in the County Government of Nairobi, Kenya.

#### **1.3.2. Research hypotheses**

**H<sub>01</sub>:** There is no significant influence of the practice of Strategic planning on Service Delivery in the County Government of Nairobi, Kenya.

**H<sub>02</sub>:** There is no significant influence of the Strategic Leadership practice on Service Delivery in the County Government of Nairobi, Kenya.

**H<sub>03</sub>:** There is no significant influence of Strategy implementation practice on Service Delivery in the County Government of Nairobi, Kenya.

### **1.4. Justification of the Study**

The expected outcome will be efficient and effective utilization of resources and enhance Service Delivery at large, as well as enhancing program sustainability in County Governments. This will further result into better understanding of influence of the use of strategic management practices and their impact on performance of projects. It will further result into assistance of formulation of policy in the key areas of administration, planning and Service Delivery. Finally, it will also contribute to scientific knowledge base for academic purposes.

### **1.5. Significance of the Study**

The significance of strategic management practices on Service Delivery especially in County Governments cannot be over emphasized. Service Delivery is at the core of government and

strategic planning, proper leadership and strategy implementation are aspects worth to be considered by organizations yearning to be competitive.

### **1.6.Scope of the Study**

The study was conducted within Nairobi City County targeting the County Government ministries. The study examined the effect of Strategic Management practices on Service Delivery in the County Government of Nairobi. The focus of this study was the ten departments of the County Government of Nairobi as by the county Executive Order No.1 of 2017 (County Government of Nairobi, 2017). The researcher used a maximum period of 6 months from February to July 2018 to gather the necessary information and materials and compiling the report.

### **1.7. Limitations and Delimitations of the Study**

The limitation of access to the facility and information from people befell the researcher since she is not a staff of the County Government of Nairobi. However, the researcher obtained a letter of introduction from the school and a permit for data collection. The respondents wanted to shy away from giving sensitive information due to fear of exposure but the researcher assured confidentiality of the information collected to the respondents.

### **1.8.Operationalization of the Key Terms**

This study adopted the following definitions of the key terms;

**Economic Conditions:** Aspects of the economy that indicate, determine or predict the stability on instability of the market and value of the currency (Hoskisson, 2007). In this study they shall include inflation, recession and economic stability.

**Government Policies:** A set of rules and regulations as well as prevailing environment governing the adoption and use of strategic management practices in service delivery (Strickland, 2013)

**Organizational Culture:** According to Hofstede (2012), organizational culture refers to the collective programming of the mind that distinguishes the members of one organization from another. This includes shared beliefs, values and practice that distinguish one Organization from another. Organizational culture in this study will be measured in terms of goals, beliefs, values and employee attitudes.

**Service Delivery:** Service Delivery is getting services as effectively and as quickly as possible to the intended recipient (Stenzel, 2013). In this study, this is an employee's ability to improve in meeting targets for the core County Government mandates. Service Delivery is the context in which an employee's capabilities are arranged into services.

**Strategic Management Practices:** Strategic management practices involve the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (Strickland, 2013). In this study, it shall be defined as actions, routines, tools and discourses that County Government of Nairobi will use to enable it provide professional services to meet its objectives of Service Delivery. They will include planning, recruitments, training and performance contracting.

**Strategic Planning:** Strategic planning/formulation has been touted as one of the effective management tools in strengthening organization performance through effective decision making and systematic strategic formulation and implementation (Gwayi, 2010). In this study, it shall be defined as the systematic alignment of decisions and activities aimed at bettering the Service Delivery of County Government of Nairobi to achieve its goals and objectives.

**Strategy implementation:** A dynamic, iterative, and complex process comprised of a series of decisions and activities by managers and employees affected by a number of interrelated internal and external factors to turn strategic plans into reality in order to achieve strategic objectives'. Lil (2008). In this study strategy implementation shall mean carrying out all programs and project stipulated in the Department strategic documents.

**Strategic leadership:** The leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson 2007). In this study it shall be construed to mean coordination, good will, support and communication of strategy by the executive to the operatives.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This section covers the theoretical framework, empirical review and the conceptual framework. First, this section examines theories of goal setting, systems, results management and theories of everything in operations. This is followed by an empirical review on the relationships of variables under study with the aim of identifying the knowledge gaps from previous studies. This section also covers, strategic management practices and service delivery in county governments as well as the intervening influence of government policy, economic conditions and organizational culture on the relationship between strategic management practices and service delivery. It considers: strategic planning, strategic leadership and strategy implementation on service delivery. Finally, the chapter is concluded with a conceptual framework which forms the model that guides the relationships subjected to scientific analysis.

#### 2.2 Theoretical Review

##### 2.2.1. The Goal Setting Theory

This theory was proposed by Luthan's (1985) while explaining that good intentions do not necessarily lead to performance in the study on organizational justice and decision making. Luthan's (1985) argues that goal setting must be linked with task performance. As such, every employee must understand individual targets and consequences of performance or lack of it. Proponents of this theory such as Van (1996) argue that when employees appreciate the implication of non-performance by being assigned specific and measurable targets, there is overall dedication towards work in an organization. Further, goal setting leads to team effectiveness as individual employees are able to appreciate the interdependence of tasks in a production line (West, 2011). The end result of this approach is elimination or at least reduction of a feeling of prejudice and discrimination while reprimanding unwanted behaviour or rewarding success since it is based on attainment of individual targets (Whitley and Kite, 2010).

Ebeclin and Tatum (2005) argue that if you cannot measure success, probably you are rewarding failure. Individuals in an organization therefore must have clearly stated goals to achieve intended performance, they argue. From this angle, a goal is seen as a road map to where the individual or

an organization intends to go. Ebeclin and Tatum therefore suggest that a goal must be written down, quantifiable and precise. On the same note Lawrence (2010) argued that for goals to be useful tools to steer the organization towards a desired end, they must be SMART – Specific, Measurable, Attainable, Realistic and Time-bound. This concept is now commonly referred to as Management by Objectives (MBO) and can be traced to the studies carried out by (Robbins 2005).

However, opponents of the theory such as Lim (2010) argue that the performance of an individual employee goes way beyond one's self to the organization and hence performance cannot solely be attributed to an individual's effort but rather the entire team effort as well as the organizational structure. While opposing the application of the goal setting theory in organizations oriented to social services, Bem (2011) argues that this approach ignores multiple realities including an individual's talents, abilities, skills and capacity and hence it is a judgmental approach which should not be applied uniformly across the organization since this would create an antagonistic organizational culture. While disagreeing with the views of Bem (2011), Nicole (2000) suggests that organizations never realize performance unless they are linked to individual performance through a goal setting process. This theory anchors the variables of strategic planning and strategy implementation since formulating strategy is about setting goals and aiming to implement them.

In the context of county governments, the goal setting theory can be employed to illustrate how it should be ensured that the employees' goals are in congruent with government's goals. The employee performance should be adjusted in such a way that it will be in cue with institutional performance. Fiscal adjustments are investigated in context of responses to shocks measured by deviations from budgeted surplus. Positive shocks do result to adjustment in income tax rate but negative shocks result to upward adjustment of tax rates. It is concluded that in the short run, unexpected increases in equalization do not have a simulative effect of government spending.

### **2.2.2. The Systems Theory**

This theory was first proposed by Dostal (2005) in explaining the organization as a system of subsystems interlinked. In this study, organization is viewed as a system comprising interconnected and mutually dependent sub-systems. These sub-systems can have their own sub-sub-systems. Daft and Armstrong (2009) were building on earlier studies by Dostal (2015) that perceived a system as composed of some components, functions and processes. This school of thought can be traced from Bakke's (2013) studies which viewed an organization as a system



consisting of the following three basic elements: components, linking processes and organizational goals. As applied in some organizations today, especially those involved in manufacturing, proponents of system theory such as Baron and Byrne (2014) view the organization as a society or a social family with various sub-components within the whole.

Barzilai (2011) suggests that the systems approach views an organization to be in a state of equilibrium only if all its components are stable and perfectly interlinked to achieve organizational goals. For instance, if a member in a system, say, an employee, is dissatisfied, such an individual can negatively influence overall organizational performance. Thus, for an organization to achieve set objectives, the employees ought to believe in the performance of the organization in which they are a part of. Management therefore needs to involve employees in management and appreciate the influence they have towards organizational performance in all decision making processes (Ryan, 2009).

In addition, for organizations to achieve the intended goals there has to be work-able inter-linkages between functions, that is, departments in the organizations (Daft and Armstrong, 2009). In this case, the organization is the system while the departments are the sub-systems. The overall organizational performance is therefore a factor of the extent to which the horizontal logistics coordination is effective in the organization (Barzilai, 2011). For results to be achieved in an organizational system, Cummings and Worley (2008) suggest that processes therefore need to have a central coordination unit, usually the Chief Executive Officer (CEO) in a profit making organization or a Principal Secretary (in the case of Government Ministries in Kenya) or a chief officer in county governments. Similarly, each sub-system, that is, a department, also needs to have a central coordination unit which is the nucleus upon which all elements in that sub-system revolves. The departmental head allocates duties commensurate to designated power and delegated authority from which performance is measured. Ryan (2009) argues that the systems approach was developed to enhance performance by allocating specific duties to every individual in the organization. This theory anchors the variable of strategic leadership and challenges of implementing strategic management practices arguing that the main challenges of non-implementation of strategy is due to lack of coordination between the planning team and the implementers. This is much occasioned the organizational leaders who poorly communicate planned strategy to the technical team for effective implementation. Due to poor link between planning and budgeting, rarely due organizations achieve the intended objectives of planning.

Nairobi County being a city needs utmost cooperation between the leadership of the county government and the leadership of the national government since they serve the same public. Prolonged wars of power and control as well as poor understanding of mandates is mentioned as top on the list cause of the city's poor performance.

### **2.2.3. Results Theory**

This theory was proposed by Kusek and Rist (2004) and was originally borrowed from the non-governmental organizations and viewed by scholars such as Kusek and Rist (2004) as the most modern approach to organizational performance. Results theory is now adopted by governments across the world. This was informed by arguments advanced by Kusek and Rist (2004) on results-based management as the best solution to sustained development among the developing nations. Kusek and Rist (2004) developed a monitoring and evaluation system that sought to simplify results framework for monitoring performance.

Under Results Theory, Joley (2003) argues that organizations exist to achieve certain results; and as such, implementers should not confuse activities for accomplishments; processes for results; and list-to-do items for deliverables. Measurements of performance must be results based rather than processes oriented. For this to be achieved, the tools used in performance measurement in organizations should be valid, reliable and simple to use (Richard, 2009). Crawford and Bryce (2003) suggest that the only way for the stakeholders to safeguard the project and guarantee its sustainability is when the process is inclusive from the project design to its closure (Crawford and Bryce, 2003).

This study will be grounded on results theory. This is because performance contracts (PC) are monitoring and evaluation tools designed for measuring results as indicated by Harry (2006). While undertaking a critical evaluation of the PC system in Kenya, Nuguti (2009) agreed with Hatry and Harry (2006) that the Performance Contracting system in Kenya is a monitoring and evaluation system. This was indeed the original idea that made the Government of Kenya introduce the PC system in the public sector under the Rapid Results Initiative (RRI) management approach (NIMES, 2009). The tools that were designed in the PC system in Kenya complied in many aspects with the monitoring and evaluation system proposed by Kusek and Rist (2004).

These gaps have been addressed by Results Theory sufficiently for this study in that results theory incorporates both the technical and human aspects as factors of organizational performance as indicated by Richard (2009). This study therefore will be grounded on Results Theory since the PC system in Government Ministries in Kenya is a result-oriented management approach as observed by (Obong'o, 2009). Further, Dobbin (2012) portrays Results Theory as a participatory management approach which is the principle under which performance contracting systems were founded. This theory anchors the variable of strategy implementation urging that the essence of strategic planning especially in county governments are the results of transforming the communities' socio-economic status.

#### **2.2.4. The Theory of Everything in Operations**

The proponent of the theory of everything in operations was Kearney in 2011. The theory holds that in order to achieve operational excellence in service delivery, organizations must not only improve performance within service delivery functions but also promote collaboration across functions. The theory seeks to achieve operational excellence in service delivery through interoperability and improved functions. The theory of everything in operations aims to link existing approaches for enhancing operational excellence through service delivery by evaluating performance in two crucial dimensions. These are functional excellence and interoperability. The former is highly emphasized while interoperability is much neglected.

The sphere of functional excellence has been there since time immemorial while interoperability is largely new. In line with functional excellence, mapping the current and desired positions on the functional excellence axis is relatively easy, and requires understanding two things. These are the current performance of the function and its potential for improvement; and the desired level of excellence necessary to align with the overall strategy. Interoperability is the ability to operate in synergy in the execution of assigned tasks. Interoperability has seven dimensions. These include operations strategy, business systems, relationship management, implementation management, performance management, information and knowledge management, and culture and people management. It is posited that these interoperability dimensions are key success factors in many of today's leading organizations (Kearney, 2011).

The theory of everything in operations can be employed in explaining service delivery in county governments as a variable in this study. These governments have various departments and functions.

The two dimensions of the theory; functional excellence and interoperability are highly applicable. The county governments need to understand their present level of service delivery and also the desired level; the latter according to their strategic plans. The interoperability can enable these devolved governments to spend less time, finances, and human resources as they pursue to deliver superior services to the members of the public in their respective jurisdictions (Kearney, 2011)..

It is revealed that counties do provide vital services that promote local economic development, enhance human capital, and serve social safety net functions. Studies further indicate that devolved governments are expected to operate in line with stringently defined financial processes and practices. In Kenya, it is revealed that there was lack of resources for service delivery to match the operations decentralized to county governments. It is contended that there are many functions that have been devolved to the 47 county governments in Kenya since their inception in early 2013.

### **2.3. Empirical Review**

This study endeavours to discuss the identified strategic management practices of strategic planning, strategic leadership and strategy implementation with reference to previous empirical literature and their relationship with service delivery as follows;

#### **2.3.1 Effect of Strategic Planning Practice on Service Delivery**

Strategic planning is an organization management activity that is used to set priorities, focus energy and resources to strengthen operations. Strategic planning involves identification of most important options towards the realization of a practical vision (Bryson, 2015). A strategy is seen as the approach to be used step by step by an organization to most effectively accomplish its mission towards a practical vision. It is a set of procedures and tools designed to help leaders, managers and planners think and act strategically. In this study, strategic planning shall be measured by Timely planning, Organizational control systems, Organizational competitive advantage and Organizational resource utilization.

Strategic planning is a process not done as a once off activity but as a continuous process. It helps stakeholders in an organization or a project determine what they intend to accomplish in a specified period of time (Barry, 2015). This ensures that employees and other stakeholders are working towards common goals that have established agreement around intended outcomes or results, assess and adjust the organizations direction in response to actions that shape and guide what an

organization serves, what it does and why it does it, while focusing on the future (BSSI,2014). Strategic planning thus enhances target attainment and thus service delivery, for example, UN Agencies (UNA) drives focus through its engagement acceptance process which is also a central component of the organization risk management system. The process ensures that the organization only accepts projects that emphasize their strategic plan. Specifically, this assessment checks that new projects offer effective contributions to national capacity development and incorporate the three dimensions of sustainability, which are; sustainable project management, sustainable infrastructure and sustainable procurement. A case in point is where they ensure that all projects are screened and approved using minimum sustainability standards with higher sustainability targets negotiated wherever possible.

It should be noted that strategic planning is not given the weight it deserves as an important aspect for ensuring transforming the lives of the people (Paul, 2015). In another study on sustainability, in India, rated the strategic planning in local government as moderately low primarily due to uncertainty regarding factors such as failure to get continuous support. It is important to note that the details of the strategy must be based on the whole spectrum of environmental, social and political conditions. It was noted that performance strategy created during the design phase with its complement of completion indicators are more than the norm in development projects around the world (IFAD, 2012). According to Schilder (2013), successful efforts, involve stakeholders support. Strategic plan development requires consideration and articulation of values and priorities; the plan should reflect views expressed by all those involved in the process.

According to Mulwa (2010), strategic planning concerns itself with vision, mission, goals and values of the organization, which the organization will serve, organization role in the community further concerned with resources needed – people, money expertise, relationships and facilities. Bryson (2015) observed that strategic planning is a technical approach that is, the planning team should be hybrid so that there is some assurance that both political and technical concerns are addressed. It fuses planning and decision making. County governments in Kenya face various challenges especially related to strategic planning. For instance, there is evidence that there are no satisfactory resources availed to complete the necessary internal and external oversight and audits that are in county governments legislation (GoK, 2015). Second there is no guarantee that ordinary counties will be fully knowledgeable and able to act effectively in developing plans for effective

service delivery. Thirdly the county government programs are subject to cumbersome processes of coordination with other government agencies opening a loop hole for fraud and corruption. This is especially significant against broader efforts to decentralization.

Further it will be necessary to develop procedures for effective cost planning in support of project implementation as it is necessary to address the politicized nature of the County funds, in order to ensure project completion regardless of electoral results. In the prevailing scenarios County funds are dispersed to various projects without due reference to neither Strategic plans nor the time frame of the project. Nyandemo (2010) argues that the repairs maintenance, rehabilitations are given equal chances like a planned and approved project depending on the political environment and availability of funds therefore. There is need to consider the influence of a Strategic plan to further funding. This is not given attention it deserves before discernment of the funds, therefore significantly affects the completion of the project. The researcher suggests that strategic planning as an approach should be leveraged upon to enhance sustainability in project management since much of its benefits can be attested for.

A significant number of recent investigations suggest that an efficient and effective strategic planning system can enhance service delivery. On the average, organizations that plan outperform those that do not. In one of such studies by Rhyme (2013) on influence of strategic planning systems on financial performance, it can be concluded, organizations with strategic planning systems more closely resembling strategic management theory were found to “exhibit superior long-term financial performance both relative to their industry and absolute terms”.

The major studies of strategic management carried out in Nigeria by Oyedijo & Akinlabi (2004 & 2008) and Akingbade (2007) have found support for the strategic planning and corporate performance hypothesis. For instance, their studies revealed that SMEs corporate financial performance tends to increase with a unit increase in the level of practice of strategic planning. The higher the overall level of strategic management practice by SMEs, the higher the financial performance of the SMEs expressed in terms of earnings per share, profit before tax, return on capital employed, net asset, current or working capital ratio, increase in relative market share, continuing addition of new products and products lines, and total deposits. For all the financial

performance indicators used, performance tended to increase significantly as the level (or degree of sophistication) of strategic management increased.

### **2.3.2. Strategic Leadership Practice and service delivery**

Strategic leadership refers to the degree to which top management understands the importance of the organizational strategy and the extent to which it is willing to involve the technical team in its implementation (Nathan, 2004). It refers to management approval and continuous support not only during the planning phase but also during implementation phase of the system (Al-Adaileh, 2009). It is reasonable that, when managers dedicate a high level of resources to support strategy development and implementation; they tend to foster a greater use of strategy within that organization. If senior executives support strategic practices, they may strengthen the budget towards it as funding improve, the performance of the whole sector would improve as well (Cho, 2007). Literature review suggests a linkage between top management support and the success of strategic management practices (Al- Gharbi & Naqvi, 2008). Strategic leadership shall be measured by organizational strategy, organizational structure, capacity building and change management.

The influence of strategic leadership on service delivery has been of interest to many scholars (Marc and Susan, 2006). For instance, Maurice (2011) undertook a study on the influence of contextual factors on the deployment of innovative performance systems. The study examined the association between strategy, structure and environmental uncertainty, and the design and the use of performance measurements systems. The study provided empirical evidence on the contextual factors associated with the use of financial and non-financial measures, process and outcome measures and the deployment of innovative performance measurement systems in manufacturing business units (Maurice, 2011).

In this study, Maurice (2011) administered questionnaires to 200 Canadian manufacturing organizations which were randomly sampled. Respondents were asked to indicate to what extent they used different measures. They also had to mention if they had adopted an innovative performance measurement approach such as the balanced scorecard traced to Ducker's (1954) studies. The research instrument also included items that helped to classify organizations as prospectors, defenders or analysers and to measure the levels of decentralization and perceived

environmental uncertainty. This study was informed by the influence of strategic leadership on performance as advanced by other scholars from the same school of thought (Lim et al, 2010). Though the work of Maurice (2011) is a strong building block on reversing past trends that overlooked organizational strategic leadership in public service. Hartnel (2011) argues that the study ignored cultural aspects of an organization's context. Maurice (2011) indicated that there was a significant relationship between strategy, organizational culture and environmental uncertainty and the use of non-financial and process measures. In addition, the results indicated that there is a relationship between strategy and environmental uncertainty and the deployment of innovative performance measurement systems in agreement with environmental theories on organizational performance (Morgan, 2007). The work by Maurice (2011) can be enhanced by being cognizant of cultural influence on organizational performance by identifying factors such as team work, promptness to duty and clarity of organizational vision as indicated in studies undertaken by Ravasi (2006).

It was concluded in the study carried by Maurice (2011) that managers should design innovative performance measurement systems such as balanced scorecards that include financial and non-financial measures and process and outcome measures. Whereas the work of Maurice (2011) provided a better understanding of the factors that affect the implementation of innovative performance measurement systems and the contingent factors that influence the design and the use of innovative performance measurement systems; the study did not expound on an effective performance management system as indicated in performance management by Hatry (2006). This is because unless targets, tools used for measuring results and the role of the implementers are clearly stated, then performance cannot be guaranteed (Kusek and Rist, 2004).

Qingmin et al (2012) undertook a study to investigate the relationship between strategic leadership and organizational performance including service delivery. In the study, a conceptual and structural equation model was set up through a questionnaire survey and a sample of 90 Austrian and 71 Chinese companies was undertaken. Data was analysed quantitatively through partial least squares and the results tested by bootstrap methods. The findings from this study by Qingmin et al (2012) reinforced the influence of support systems on performance as indicated by studies carried out by Paurav (2009) on the same subject. In studies carried out by Qingmin et al (2012), leadership and structure were found to have more influence on organizational learning than on



innovation. In addition, whereas organizational strategic leadership were found to have a direct influence on performance, organizational learning was found to have an indirect influence on performance.

In the study by Qingmin et al (2012), innovation and learning were found out to be the main factors influencing the relationship between strategic leadership and organizational performance. The study indicated that senior managers think organizational structure improves organizational performance directly through innovation while middle level managers think organizational learning has an important mediating effect on organizational performance. Learning as a cognitive factor influencing organizational performance was also identified by Dobbin (2012) while innovation as a factor influencing organizational performance was also identified by studies carried out by Paurav (2009). Therefore, organizational performance is depicted as a variable of both contextual and cognitive factors and not just the performance system in place.

In another study by Levent and Mehmet (2004) on the influence of strategic leadership on entrepreneurial orientation and expansion performance, the expansion decision-making process of an international hotel group was investigated. In the study, in-depth interviews, observations and document analysis were used as the data collection techniques. Findings from the study indicate that protecting and developing internationally recognized brands profitably caused the organizational systems to be centralized. These findings suggest that centralized organizational structures are likely to be formations of managerial insecurity. Angote (2009) observes the same trend in the public sector in Kenya where some departmental heads hardly delegate nor do they take leave sessions due to the centralized system of corporate governance.

Although studies carried out by Levent and Mehmet (2004) did not address the influence of organizational strategic leadership, implementer attitudes and skills on organizational performance, the study demonstrated the negative influence of a centralized decision-making structure on organizational performance. In respect to Government bureaucracies, Angote (2009) argue that they negatively influence employee innovation and performance in the public sector in Kenya. That the study by Levent and Mehmet (2004) indicated lack of motivation among employees entrusted with organizational expansion in a bureaucratic system is a pointer to the negative influence of an organizational structure based on Max Weber's 1947 model on organizational performance as suggested by Bruun (2007).

According to Barry (2010), while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. He argued that the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization. Similarly, Bruun (2007) study on just-in-time purchasing concluded that the commitment and leadership of top-level management is essential in strategy implementation. While studying how implementation of competitive strategies affects business units' performance, He further argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product.

### **2.3.3. Strategy Implementation Practice and Service Delivery**

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve its set objectives. Implementation is defined as the phase in which systems and procedures are put in place to collect and process the data that enable the measurements to be made regularly (Paul, 2002). This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. Paul (2015), the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal and control processes which entail cascading strategy to all functional areas in such a way as to achieve both vertical and horizontal logic and enhance implementation of policies. In this study, strategy implementation shall be measured by Institutionalization of strategy, Periodic reviews & performance measurement processes, Development of operating plans and Monitoring & evaluation (Paul, 2015).

Several studies have been conducted in the area of strategy implementation for government agencies'. For example, Odero & Shitseswa (2016) conducted a study on influence of strategy implementation on parastatal's financial resources. The study concluded that information technology and financial resources are positively correlated to implementation of strategies. They found out that Information technology and financial resources are strongly positively correlated with implementation of strategies. (Odero & Shitseswa, 2016). Their research did not extend to testing of other factors like leadership and Sacco structure which could likely have an impact on strategy implementation.

A study by Franken, (2009) on strategy implementation for companies emphasized that more than half of the strategies formulated by organizations are never actually implemented. Remarkably, organizations fail to implement about 70 per cent of their new strategies (Franken, 2009). Similarly, it was found that 40-60 per cent of the potential value of the strategic plan is never realized and captured due to insufficiencies in planning and implementation (Franken, 2009). In most cases, companies' strategies deliver only 63% of their promised financial value (Mankins & Steele, 2005).

In another study by Kaplan and Norton (2005) on determinants of strategy implementation among local authorities found that 95% of a company's employees are unaware of or do not understand their organization's strategy. According to them, 66% of developed strategy is never executed. It is believed that strategic planning is difficult while executing or implementing it throughout the organization is even more difficult. Without effective implementation, no business strategy can succeed. Unfortunately, most managers know far more about developing strategy than they do about executing. However, it's important to note that the reviewed extant literature above is not clearly showing why strategy implementation (execution of strategy) in Government's sometimes fail or the achievement is below desired levels. The limited or inconclusive character of research findings in this area suggests the need to investigate further the nature of determinants of strategy implementation in devolved units'.

This problem is not isolated for the devolved units sector but can be traced to a number of other organizations. A study by Franken, (2009) emphasized that more than half of the strategies formulated by organizations are never actually implemented. Remarkably, organizations fail to implement about 70 per cent of their new strategies (Franken, 2009). Similarly, it was found that 40-60 per cent of the potential value of the strategic plan is never realized and captured due to insufficiencies in planning and implementation (Franken, 2009). In most cases, companies' strategies deliver only 63% of their promised financial value (Mankins & Steele, 2005).

Hofstede (2006), found that for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In

addition, key tasks were not defined in enough detail and information systems were inadequate. More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord.

#### **2.3.4. Service Delivery in County Governments**

In this study, Service delivery shall be measured by Health services Water and sanitation services, ECDE education, Infrastructure development, Environmental services and Trade & Local industries. As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 2010). He argues that public services are delivered by a nexus of relationships between beneficiaries, politicians and service providers (such as bureaucrats, doctors, and teachers). They insist that it is necessary to analyse the incentives that govern the behaviour of politicians and service providers, if services are to match the best interest of the beneficiaries. The authors further argue that the main concern in public service provision is how the obligations of the different parties is defined and enforced. The same view is held by Tamrakar (2010) who states that public service delivery is characterized by compliance with rules and it is determined by inputs. This is evident given the fact that the role of formal contractual relationships is often quite limited or typically absent in public service delivery, when compared to the market.

According to Tamrakar (2010), public services should be concerned with what customers want rather than what providers are prepared to give. Yet in most of the developing countries public service delivery is characteristic of ineffective, cumbersome, too procedural, costly, red taped and not transparent systems. Tamrakar (2010) further argues that generally, public servants have acted as masters without any sense of accountability and transparency instead of acting as servants of people (Tamrakar, 2010). However, the citizens have become familiarized to the enhanced service delivery from the private sector and thus, they now view the public sector as another provider of services for which they pay taxes.

Counties do provide vital services that promote local economic development, enhance human capital, and serve social safety net functions (Kamla, 1998). There are two major operations of

county governments which include providing economic development programmes, and public services (Kamla, 1998). Devolved governments are expected to operate in line with stringently defined financial processes and practices. There are many functions that have been devolved to the 47 county governments in Kenya since their inception in early 2013. It is claimed that the funds disbursed by the national government are insufficient to run the operations at county levels. There are other constraints that have been hampering the operations of county governments. It has been revealed that there is an overlap on the role of national government and county government in delivery of service in some functions (Onyango, 2015). The operations devolved to the county governments include public health and sanitation, agriculture, pre-school education, and infrastructure maintenance and development. Others include environmental services, and operating public local industries.

Jolise (2007) conducted a survey in South Africa to investigate service delivery to the community by local municipalities. The problem the study sought to address was poor standards of service to the community. In this study, Jolise (2007) indicated that if there is commitment within the organization, then employees will identify with their organization and its goals and will deliver the service more effectively. The study by Jolise (2007) was analyzed in the current study because of the similarities in the purpose of the study in that the current study seeks to address non-satisfactory performance in the public sector as well.

#### **2.4. Critique of the Existing Literature Relevant to the Study**

The study by Rhyme (2013) on the Influence of strategic planning systems on financial performance organizations with strategic planning systems more closely resembling strategic management theory were found to “exhibit superior long-term financial performance both relative to their industry and absolute terms. Maurice (2011) studied the influence of contextual factors on the deployment of innovative performance and indicated that there was a significant relationship between strategy, organizational culture and environmental uncertainty and the use of non-financial and process measures. In addition, the results indicated that there is a relationship between strategy and environmental uncertainty and the deployment of innovative performance measurement systems in agreement with environmental theories on organizational performance. However, the study ignored cultural aspects of an organization’s context. The work by Maurice

(2011) can be enhanced by being cognizant of cultural influence on organizational performance by identifying factors such as team work, promptness to duty and clarity of organizational vision.

Levent and Mehmet (2004) examined the influence of strategic leadership on entrepreneurial orientation and expansion performance, the expansion decision-making process of an international hotel group. Findings from the study indicate that protecting and developing internationally recognized brands profitably caused the organizational systems to be centralized. These findings suggest that centralized organizational structures are likely to be formations of managerial insecurity. Levent and Mehmet (2004) did not address the influence of organizational strategic leadership, implementer attitudes and skills on organizational performance. Thus, it is clear that leaders at different levels influence strategic initiatives and their implementation, but how aggregate leadership influences service delivery is not straightforward.

Odero & Shitseswa (2016), a study on influence of strategy implementation on parastatal's financial resources. Their research did not extend to testing of other factors like leadership and Sacco structure which could likely have an impact on strategy implementation. Kaplan and Norton (2005) studying on determinants of strategy implementation among local authorities found that 95% of a company's employees are unaware of or do not understand their organizational strategy. However, the reviewed extant literature above is not clearly showing why strategy implementation (execution of strategy) in Government's sometimes fail or the achievement is below desired levels.

Nutt (2006) on Use of contingency frameworks by managers and found that a high proportion of failures applied implementation tactics that differed from those recommended by the framework. Lehner (2004) proposes five implementation coordination tactics: command, change/politics, culture, collaboration and market. Command and politics/change are both somewhat dictatorial. In contrast, both collaboration and the market as implementation tactics utilize participation to a high degree and in a way, which gives subordinate groups a strong voice

Hofstede (2012) studying on barriers to strategy implementation he found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. However, key tasks were not defined in enough detail and information systems were inadequate. Peters and Waterman (1982) examining determinants of organizational performance claimed that high performance firms could be distinguished from low performance firms because they possessed certain cultural traits and 'strong culture'. However, simple model'

relating organizational culture to performance no longer fits- a more sophisticated understanding of the tie between culture and performance must be developed. Most managers know far more about developing strategy than they do about executing it. These researchers are not clear why strategy implementation sometimes fail. They should have delved much deeper into the causes of non-execution of strategies in organizations

Ul Mujeeb (2011) on the relationship between the components of organizational culture and performance management practices. Results from the study indicated that involvement of employees had a strong correlation on performance. Although the study by Ul Mujeeb (2011) is consistent with participatory management proposed by Mohan (2001) and Kamla (1991), the scope of the study can be extended to investigate the influence of organizational structure as well as cognitive factors on the relationship between performance management system and organizational performance. Pearce and Robinson (2011), argue that managing the strategy, culture relationship requires sensitivity to the interaction between the changes necessary to implement the new strategy and the compatibility or fit between the changes and the firm's culture. They are not clear as to how culture as a factor affects performance. Additionally, there could be many other determinants of strategy implementation in county governments in Kenya which have not been researched.

Tamrakar (2010) on Effective Service Delivery in Government States that public service delivery is characterized by compliance with rules and it is determined by inputs. Public services should be concerned with what customers want rather than what providers are prepared to give. However, this study did not take in consideration the unique circumstances surrounding county governments which differentiates them from the national government. Jolise (2007) investigating service delivery to the community by local municipalities indicated that if there is commitment within the organization, then employees will identify with their organization and its goals and will deliver the service more effectively. However, the study ignores the fact that its commitment from the executive team that inspires employees to commit to the organizational strategy and operations

## 2.5. Summary of Reviewed Literature & Research Gaps

Objectives	Author & year	Title of study	Variables identified	Research findings	Research gaps
<b>Strategic planning and Service Delivery</b>					
Strategic planning and service delivery	Rhyme (2013)	Influence of strategic planning systems on financial performance	Timely planning, objectives Strategies & Activities	Organizations with strategic planning systems more closely resembling strategic management theory were found to “exhibit superior long-term financial performance both relative to their industry and absolute terms”	The influence of other strategic management practices on the financial performance of those firms was not examined and it’s not conclusive to assume that its only strategic planning that has occasioned financial performance
	Oyedijo & Akinlabi (2004 & 2008) and Akingbade (2007)	Strategic planning and corporate performance	Strategic planning Strategy design Strategy implementation	SMEs corporate financial performance tends to increase with a unit increase in the level of practice of strategic planning	Corporate organizations do not share similar organizational dynamics with public government agencies



<b>Strategic leadership and Service Delivery</b>					
Strategic leadership and service delivery	Maurice (2011)	A study on the influence of contextual factors on the deployment of innovative performance systems	strategy, structure and environmental uncertainty, and the design and the use of performance measurements systems	Indicated that there was a significant relationship between strategy, organizational culture and environmental uncertainty and the use of non-financial and process measures. In addition, the results indicated that there is a relationship between strategy and environmental uncertainty and the deployment of innovative performance measurement systems in agreement with environmental theories on organizational performance	The study ignored cultural aspects of an organization's context.  The work by Maurice (2011) can be enhanced by being cognizant of cultural influence on organizational performance by identifying factors such as team work, promptness to duty and clarity of organizational vision
service delivery	Qingmin et al (2012)	A study to investigate the relationship between strategic leadership and organizational performance including service delivery	Organizational learning  Strategic leadership  Innovation	The findings from this study by Qingmin et al (2012) reinforced the influence of strategic leadership on performance as indicated by studies carried out by Paurav (2009) on the same subject	The study did not address contextual factors that have potential of influencing the organization
	Levent and Mehmet (2004)	The influence of strategic leadership on	Organizational structure	Findings from the study indicate that protecting and developing internationally	Levent and Mehmet (2004) did not address the

		entrepreneurial orientation and expansion performance, the expansion decision-making process of an international hotel group	Managerial insecurities Branding	recognized brands profitably caused the organizational systems to be centralized. These findings suggest that centralized organizational structures are likely to be formations of managerial insecurity	influence of organizational strategic leadership, implementer attitudes and skills on organizational performance,
	<b>Onyango, (2015)</b>	Study on just-in-time purchasing	Commitment of top management Strategy implementation	The commitment and leadership of top-level management is essential in strategy implementation	The role of employees was not examined
<b>Strategy Implementation and Service Delivery</b>					
Strategy implementation	Odero & Shitseswa (2016)	a study on Influence of strategy implementation on parastatal's financial resources	Strategy implementation Financial performance	The study concluded that information technology and financial resources are positively correlated to implementation of strategies	Their research did not extend to testing of other factors like leadership and Sacco structure which could likely have an impact on strategy implementation.
	Franken, (2009)	Strategy implementation for companies	Strategy implementation	Emphasized that more than half of the strategies formulated by organizations are never actually implemented	Did not give a conclusive list of causes of failure to implement strategy.

	Kaplan and Norton (2005)	Determinants of strategy implementation among local authorities	Organizational strategy Strategy implementation	95% of a company's employees are unaware of or do not understand their organizational strategy	The reviewed extant literature above is not clearly showing why strategy implementation (execution of strategy) in Government's sometimes fail or the achievement is below desired levels.
	Nutt (2006)	Use of contingency frameworks by managers	Implementation tactics Contingency frameworks	<p>Finding that a high proportion of failures applied implementation tactics that differed from those recommended by the framework.</p> <p>Lehner (2004) proposes five implementation coordination tactics: command, change/politics, culture, collaboration and market. Command and politics/change are both somewhat dictatorial</p>	In contrast, both collaboration and the market as implementation tactics utilize participation to a high degree and in a way, which gives subordinate groups a strong voice.
	Hofstede (2012)	Barriers to strategy implementation	Coordination Challenges Strategy implementation	He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases	key tasks were not defined in enough detail and information systems were inadequate
<b>Service delivery</b>					

Service delivery	Tamrakar (2010)	Effective Service Delivery in Government	Service delivery	States that public service delivery is characterized by compliance with rules and it is determined by inputs. public services should be concerned with what customers want rather than what providers are prepared to give	This study did not take in consideration the unique circumstances surrounding county governments which differentiates them from the national government
	Jolise (2007)	To investigate service delivery to the community by local municipalities	Service delivery Commitment	Indicated that if there is commitment within the organization, then employees will identify with their organization and its goals, and will deliver the service more effectively	However, the study ignores the fact that its commitment from the executive team that inspires employees to commit to the organizational strategy and operations.

## **2.6. Knowledge Gap**

Previous studies on strategic management practices on service delivery did not consider the entire strategic management process of strategic planning, planning and implementation. For example a study by Rhyme (2013) on Influence of strategic planning systems on financial performance found that Organizations with strategic planning systems more closely resembling strategic management theory were found to “exhibit superior long-term financial performance both relative to their industry and absolute terms”. However, the influence of other strategic management practices on the financial performance of those firms was not examined and it’s not conclusive to assume that its only strategic planning that has occasioned financial performance. In another study by Maurice (2011) on the influence of contextual factors on the deployment of innovative performance systems found that Indicated that there was a significant relationship between strategy, organizational culture and environmental uncertainty and the use of non-financial and process measures. In addition, the results indicated that there is a relationship between strategy and environmental uncertainty and the deployment of innovative performance measurement systems in agreement with environmental theories on organizational performance. The study ignored cultural aspects of an organization’s context. The work by Maurice (2011) can be enhanced by being cognizant of cultural influence on organizational performance by identifying factors such as team work, promptness to duty and clarity of organizational vision. There is, equally, a need to explore the application of this study on devolved governments since counties are new phenomena yet their mandate is very vital in fostering service delivery to the poor communities. The aim of this study therefore will be to examine the influence of strategic management practices on service delivery in the county government of Nairobi.

## **2.7. Conceptual Framework**

A conceptual framework shows variables of a study and how they are perceived to relate with each other. The variables captured in a conceptual framework as shown in Figure 2.1 are independent and dependent variables. In the present study the independent variables comprises of strategic planning, strategic leadership and strategy implementation on service delivery. On the other hand, service delivery in county governments constitutes the dependent variable as shown below

## Independent Variables

### Strategic Management Practices

- Strategic Planning**
- Presence of an implementation plan
  - Periodic review of the strategic plan
  - Division of labour and specialization
  - Planning linked to budgeting
  - Capacity building trainings

- Strategic Leadership**
- Involvement
  - Decision making
  - Delegation,
  - Consultation
  - Benchmarking

- Strategy Implementation**
- Functional strategic plan
  - Frequency of planning meetings
  - Time bound targets
  - Periodic M&E
  - Workplans derived from CIDP

- Service Delivery**
- Working service delivery charter
  - Program targets and deadlines
  - Proper accountability mechanisms
  - Public feedback mechanism
  - The rating of employees satisfaction levels

- Intervening Variables**
- Government policies,
  - Economic conditions
  - organizational culture

**Figure 2.1: Conceptual Framework Showing Interaction of Variables**

**Source: Own Conceptualization, 2018**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter looks at the methodological procedures used in this study. This includes research design, target population, sample size and sampling procedure, data collection instruments, data analysis and ethical considerations.

#### **3.2 Research Design**

The researcher employed descriptive survey and correlation research designs. Descriptive Survey design was suitable as it was used to collect data that describes accurately the nature and extent of influence of strategic planning, strategic planning, and strategy implementation on service delivery (Saunders, 2002). This is in line with the study paradigm of pragmatism. This design will be suitable for the study because the study will involve description of the influence of strategic planning, strategic planning, and strategy implementation on service delivery as well as the intervening influence of government policy, economic conditions and organizational culture on service delivery. Questionnaires which are key tool for descriptive survey designs were employed in systematically collecting data, analysing and presenting quantitative data while qualitative data was analysed thematically as per the objectives of the study. On the other hand, correlation design was used to analyse the relationships among many variables in a study and also avail information on the relationship of variables being studied (Saunders, 2002). The philosophy for this study was pragmatism since the overall approach to research is that of mixing data collection methods and data analysis procedures within the research process (Creswell, 2003).

#### **3.3 Target Population**

The study targeted 130 respondents, ten (10) employees from all the 13 targeted departments consisting of 1CECM, 1Chief Officer, 2Directors, 1Accountant, 1Finance officer, 1Economist, 1Supply chain officer, 2 Office administrators. Census Study was used to select all the targeted respondents since they are specified in nature.

**Table 3.1: Target Population**

<b>SN</b>	<b>Categories of Respondents</b>	<b>No. of respondents</b>	<b>No. of departments</b>	<b>Targeted Population per department</b>
1	CECM	1	13	13
2	Chief Officer	1	13	13
3	Directors	2	13	26
4	Accountant	1	13	13
5	Finance officers	1	13	13
6	Economists	1	13	13
7	Supply chain officers	1	13	13
8	Office administrators	2	13	26
<b>Total</b>		<b>10</b>	<b>13</b>	<b>130</b>

*Researcher, 2018*

### **3.4. Sampling and Sampling Technique**

The sampling technique to be used was census sampling where all the 130 targeted population was sampled to form the sample size of 130 respondents since the targeted population is small in size and specific in composition.

### **3.5. Data Collection Instruments**

Data was collected by use of checklists, questionnaires and interview schedules.

#### **3.5.1 Primary data**

Primary data of both quantitative and qualitative type was collected by the researcher through observation checklist, interview schedules and questionnaires. Interview schedules was used to interview key informants. The respondents answered identical questions according to the category stated.



### **3.6. Validity and Reliability**

#### **3.6.1 Validity**

Validity is the extent to which data instruments are applicable to the targeted population (Kothari, 2014)). The study employed criterion validity to ensure that the measure is what is measured and no other variables. To enhance Validity in this study, the researcher consulted research experts for comments on its appropriateness to the study.

#### **3.6.2. Reliability**

Reliability is described as a measure of consistency of a research instrument or data collection tool (Mugenda & Mugenda, 2008). A reliable instrument implies that it can be administered on similar populations and return consistent results. This study employed the Cronbach alpha coefficient which is the most widely used and recommended test of reliability. Using the Cronbach alpha coefficient, reliability ranges from 0 to 1 with higher values indicating greater reliability. The reliability threshold is alpha coefficient 0.7 for each study construct. This study measured consistency at 0.7 and above.

As indicated in Table 3.2, all the five study constructs returned alpha coefficients greater than 0.7 which implied that the entire research questionnaire was reliable.

**Table 3.2: Reliability Test Results**

<b>No</b>	<b>Study Constructs</b>	<b>Test Items</b>	<b>Alpha Coefficient</b>
1	Strategic planning	7	0.86
2	Strategic recruitment & placement	7	0.81
3	Strategic training and development	7	0.78
4	Service Delivery	7	0.83
Total		28	0.82

#### **3.7. Pilot Study**

The instruments were pre-tested to ascertain their effectiveness before the actual research process begins. This is to ensure that the instruments are adjusted accordingly to ensure reliability. To test the instruments, the instruments were piloted in County Government of Kiambu using 20 respondents from the departments. The findings were collated, analysed and used to synchronise the data collection tools. After about a week the questionnaire was administered to the targeted groups in Nairobi County. This enabled the researcher to identify the weaknesses of the instruments and make adjustments in readiness to collect data. Items that were found as not clear and not properly structured were revised and improved.

### 3.8. Data Collection Procedures

The research permit was sought from Kabarak University before proceeding to the field to collect data in the targeted departments in Nairobi County. With the permit, the researcher proceeded to the field for data collection. The researcher sought the consent of the respondents over if they can help in responding before issuing them the questionnaires. The questionnaires was administered to the respondents in person after seeking the consent to issue from the respondents. The questionnaire was collected back for analysis in person as well.

### 3.9. Methods of Data Analysis

Information was sorted, coded and input into the statistical package for social sciences (SPSS) for production of graphs, tables, descriptive statistics and inferential statistics. Descriptive analysis and inferential statistics was employed in data analysis. This study used frequencies and percentages because of their ease in showing the research findings to majority of the readers (Gay, 1992). Frequencies easily show the number of subjects in a given category. Percentages was used to compare sub-groups that differ in size and population. Inferential statistics in form of correlation design, Pearson's product moment coefficient, coefficient of determination and multiple regression analysis were used in this study to analyse quantitative data. Correlation were measured at  $<_0.05$  where a figure which equals to or is less than 0.05 was deemed significant while a figure that equals to or is above 0.05 was deemed insignificant in the relationship between the variables under study. Coefficient of determination and regression analysis was computed using Statistical Package for Social Sciences (SPSS) to determine the extent to which they are related. Multiple regression analysis was computed so as to determine the inter correlation among the variables while qualitative data from interviews was read carefully, paying attention to comments, ideas and concerns from participants transcribed and analyzed. A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. The multiple regression model is as laid below.

The following models was used to analyse each respective objective;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots(i)$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon \dots\dots\dots(ii)$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon \dots\dots\dots (iii)$$

Regression equation:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots\dots\dots (i)$$

Where  $Y_i$  is the dependant variable denoting service delivery.  $X_i$  is the composite of the independent variables. The regression coefficients path  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  measure the effect of  $X_1$ ,  $X_2$  and  $X_3$  when  $\varepsilon$  equals zero (0).

Where:

$Y_i$ = the dependent variable (service delivery)

$X_1$ = Strategic planning

$X_2$ = Strategic leadership

$X_3$ = Strategy implementation

$\beta_0$ = intercept

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

$\varepsilon$ = Error term (Epsilon knot) normally distributed about a mean of 0 and for purpose of Computation, the  $\varepsilon$  is assumed to be zero (0).

### **3.10. Ethical Considerations**

In this research, the researcher considered confidentiality, privacy and informed consent of the respondents. Confidentiality is the right to maintain autonomy on data collected while privacy refers to the control of who accesses personal information. Only relevant details that helped in answering the research questions are included. The researcher owes loyalty to the informants and honoured promises associated with the research. Ethical issues require informed consent by all participants agreeing to the research before it commences and are informed what the research is about and their role in the research. The respondents in this research was informed adequately about the procedures to be followed in the research, expected duration of participation, the context of privacy/confidentiality and the purpose of the research. From this, the respondents made their decision to participate in the study based on adequate knowledge of the study.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSIONS

#### 4.1 Introduction

The chapter presents findings of the study which has been analysed in line with the study objectives using thematic and sub thematic areas as follows: questionnaire return rate, background information of the respondents, and thematic areas of strategic planning, strategic leadership, and strategy implementation on service delivery in the county government of Nairobi as well as the intervening influence of government policy, economic conditions and organizational culture in the relationship between strategic management practices and service delivery. The study presents analysed data in form of descriptive and inferential statistics

#### 4.2 Questionnaire Return Rate

The study used questionnaires as a tool for data collection .The sample size of the study was 130 respondents, ten (10) employees from all the 13 targeted departments consisting of 1CECM, 1Chief Officer, 2Directors, 1Accountant, 1Finance officers, 1Economists, 1Supply chain officers, 1 Office administrators. Out of the 130 questionnaires issued, 121 were filled and returned. This represented a return rate of 93.1% which was good when compared to the recommended response rate to verify consistency of measurements required for analysis (75% based on Nachimias & Nachimias, 2005). Table 4.1 shows this information;

**Table 4.1 Questionnaire Return Rate**

Questionnaire	Number	Percentage %
Delivered	130	100
Returned	121	93.1
Not returned	09	6.9

### 4.3 Background Information

The study examined the respondents in respect to their age, gender academic qualifications and length of operation in the sector. It was important to consider the above demographic characteristics of respondents to see whether they have any implications on the relationship between strategic management practices and service delivery in the county government of Nairobi. Additionally, the study sought to determine the extent to which strategic planning influences service delivery, to assess how strategic leadership influences service delivery, to examine how strategy implementation influences service delivery all in the county government of Nairobi as well as the intervening influence of government policy, economic conditions and organizational culture in the relationship between strategic management practices and service delivery.

#### 4.3.1. Distribution of Respondents by Age

The study also examined how respondents were distributed according to their age categories. Table 4.2 shows the results of the analysis.

**Table 4.2: Distribution of Respondents by Age**

	<b>Frequency</b>	<b>Percent</b>
Below 25 Years	10	8.3
25 to 29 Years	49	40.5
30 to 34 Years	50	41.3
35 Years and Above	12	9.9
<b>Total</b>	<b>121</b>	<b>100.0</b>

It was noted that 41.3% of the respondents who were the majority were between the ages of 30 to 34 years. Respondents between 25 to 29 years were 40.5% while those above 35 years were 9.9% of the sampled population. It was further noted that 10 respondents which represented 8.3% of the sampled population were below 25 years of age. The findings implied that most of the employees working in the positions of Accountants, Finance officers, Economists, Supply chain officers, Office administrators are of middle age as shown in the table 4.2 above;

### 4.3.2 Distribution of Respondents by Gender

The study also examined how respondents were distributed according to their gender categories. Table 4.3 shows the results of the analysis.

**Table 4.3: Distribution of Respondents by gender**

<b>GENDER</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b>Male</b>	<b>74</b>	<b>61.2</b>
<b>Female</b>	<b>47</b>	<b>38.8</b>
<b>Total</b>	<b>121</b>	<b>100.0</b>

It was noted that (74) 61.2% of the respondents who were the majority were male while (47) 38.3%) were female.

### 4.3.3 Distribution of Respondents by Academic Qualifications

The study examined the distribution of respondents according to their highest academic qualifications. The pertinent results are shown in Table 4.4.

**Table 4.4 Distribution of Respondents by Academic Qualifications**

	<b>Frequency</b>	<b>Percent</b>
Primary	0	0.0
Secondary	1	0.8
Diploma	18	14.9
Undergraduate Degree	83	68.7
Post Graduate Degree	19	15.7
<b>Total</b>	<b>121</b>	<b>100.0</b>

The study findings indicated that majority (83) (68.7%) of the respondents were bachelor degree holders. In addition, (18) 14.9% of the respondents were diploma holders while (19) 15.7% held post graduate degrees. 1(0.8%) of the respondents held a secondary level certificates while none had primary level qualifications. Only 2.9% respondents had primary as the highest level. The findings illustrated that county government of Nairobi employed academically qualified workforce.

#### 4.3.4 Distribution of Respondents by Length of service in the current office

The study further examined how respondents were distributed according to the length of service in the current position (Table 4.5).

**Table 4.5: Length of service in the current office**

	<b>Frequency</b>	<b>Percent</b>
1 year	16	13.2
2 Years	22	18.2
3 Years	55	45.5
4 or more than 4 Years	28	23.1
<b>Total</b>	<b>121</b>	<b>100.0</b>

The study determined that 45.5% of the respondents had length of operation experience in the current position for 3 years. In addition, 23.1% had 4 or more than 4 years working experience while 18.2% had worked for 2 year in the current position. Respondents that had worked for only 1 year were 13.2%. This implies that most respondents were employed after the advent of devolution and county governments.

#### 4.4.Strategic Planning and Service delivery

The first objective of this study was to examine the influence of strategic planning on service delivery in the county government of Nairobi. To achieve this respondent were asked to give their opinions on how they agree or disagree with the statements in Likert scale of 1-5, where 1= Strongly Disagree, 2= Disagree, 3= not sure, 4= Agree, 5= Strongly Agree. The findings were presented in 4.6.

**Table 4.6: The influence of Strategic Planning on Service delivery**

<b>SN.</b>	<b>Description</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Total</b>	$\chi^2$	<b>p-value</b>
1.	We have a functional strategic plan for our department	4.7% (6)	21.9% (26)	28.1% (34)	25.0% (30)	20.3% (25)	100.0% (121)	94.218	0.00
2.	I have memorised our departmental vision	0.0% (0)	0.0% (0)	4.7% (6)	39.1% (47)	56.3% (68)	100.0% (121)	123.759	0.00
3.	The departmental programs am in charge of are in line with the overall mission	0.0% (0)	0.0% (0)	1.6% (2)	26.6% (32)	71.9% (87)	100.0% (121)	79.161	0.00
4.	Our department hold's frequent meetings aimed at sharing experiences and planning for programs and projects.	0.0% (0)	0.0% (0)	0.0% (0)	23.4% (28)	76.6% (93)	100.0% (121)	77.123	0.00
5.	The Department sets time bound targets to be achieved	0.0% (0)	0.0% (0)	0.0% (0)	54.8% (66)	45.2% (55)	100.0% (121)	87.828	0.00
6.	We conduct periodic monitoring and evaluation for our programs	0.0% (0)	0.0% (0)	1.6% (2)	45.3% (55)	53.1% (64)	100.0% (121)	105.368	0.00
7.	Our departmental annual work plans are developed from our CIDP	0.0% (0)	1.6% (2)	1.6% (2)	21.9% (26)	75.0% (91)	100.0% (121)	127.483	0.00



Respondents were asked to state their observation on whether the department has a functional strategic plan. As tabulated in 4.6, the employees observed as follows: 4.7% (6) strongly disagreed, 21.9% (26) disagreed, 28.1% (34) were undecided, 25.0% (30) agreed and 20.3% (25) strongly agreed with a chi-square and p values of ( $\chi^2=94.218$ , P value=0.00) respectively. Therefore, majority 45.3% (55) of the employees generally agreed that the department has a functional strategic plan. However, 26.6% (33) generally disagreed.

The study also sought to investigate whether employees had memorized their departmental vision statements. It was realized, as seen 4.6, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 4.7% (6) were undecided, 39.1% (47) agreed and 56.3% (68) strongly agreed. As indicated by the high percentage 95.4% (115), majority of employees agreed that they had memorized their departmental vision statements with a chi-square and p values of ( $\chi^2=123.759$ , P value=0.00) respectively. However, none 0.0% (0) disagreed.

The third item under this theme was to establish whether departmental programs were in line with the departmental mission. It was established, as seen 4.6, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 1.6% (2) were undecided, 26.6% (32) agreed and 71.9% (87) strongly agreed. As indicated by the high percentage 98.5% (119), majority of employees agreed that they have designed creative ways of making customers purchase their firm's products with a chi-square and p values of ( $\chi^2=79.161$ , P value=0.00) respectively. However, 0.0% (0) disagreed.

The fourth item under this theme was to establish whether their department hold frequent meetings aimed at sharing their experiences and planning project and program implementation. It was found that, as seen 4.6, 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 23.4% (28) agreed and 76.6% (93) strongly agreed. General, it was evident that 100.0% (121) of employees agreed that their department hold frequent meetings aimed at sharing their experiences and planning project and program implementation with a chi-square and p values of ( $\chi^2=77.172$ , P value=0.00) respectively.

The study sought to establish whether the department sets time bound targets to be achieved. As illustrated in 4.6, the employees' responses were as follows: 0.0 (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 54.8% (55) agreed and 45.2% (66) strongly agreed. Therefore, all employees 100% (121) generally agreed that their departments set time bound targets to be achieved with a chi-square and p values of ( $\chi^2=87.828$ , P value=0.00) respectively.

In establishing whether the departments conduct periodic monitoring and evaluation on their programs, it was realized, as seen in 4.6, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 1.6% (2) were undecided, 45.3% (55) agreed and 53.1% (64) strongly agreed. Majority of employees agreed, as seen from the high percentage 98.4% (119), that they conduct periodic

monitoring and evaluation for their programs with a chi-square and p values of ( $\chi^2=105.368$ , P value=0.00) respectively .

The seventh item under this theme was to determine whether departmental annual work plans are developed from the county integrated development plans (CIDP). It was established, as seen **4**, that 0.0% (0) strongly disagreed, 1.6% (2) disagreed, 1.6% (2) were undecided, 21.9% (26) agreed and 75.0% (91) strongly agreed. As indicated by the high percentage 96.9% (75), majority of employees agreed that their annual work plans are developed from their county integrated development plans with a chi-square and p values of ( $\chi^2=127.483$ , P value=0.00) respectively. However, 1.6% (2) disagreed.

Findings from interviews revealed that most departments had developed their sector plans in 2013 and reviewed them in 2017 in line with the county integrated development plan. Also to note is the fact that annual work plans were developed from the departmental strategic plans that had been customized from the CIDP. This was adequate evidence for strategic planning by the departments of the county government of Nairobi.

One of the respondents stated:

*“We are strongly committed to strategic management and our budgeting process is normally in line with our sector plans and annual work plans. We just reviewed our sector plans one year ago after three years of implementation. Strategic planning for us is not just about plans but also about implementation for service delivery (Interview, 2017)”.*

This fact is confirmed by previous studies by Barry, (2015) who asserts that strategic planning is a process not done as a once off activity but as a continuous process. It helps stakeholders in an organization or a project determine what they intend to accomplish in a specified period of time (Barry, 2015). This ensures that employees and other stakeholders are working towards common goals that have established agreement around intended outcomes or results, assess and adjust the organizations direction in response to actions that shape and guide what an organization serves, what it does and why it does it, while focusing on the future

#### **4.5. Strategic Leadership and Service Delivery**

The second objective of this study was to determine the influence of strategic leadership on service delivery in the county government of Nairobi. To achieve this respondent were asked to give their opinions on how they agree or disagree with the statements in Likert scale of 1-5, where 1= Strongly Disagree, 2= Disagree, 3= not sure, 4= Agree, 5= Strongly Agree. The findings for this objective were tabulated in Table **4.7**

**Table 4.7: Influence of Strategic Leadership and Service Delivery**

NO.	Description	SD	D	U	A	SA	Total	$\chi^2$	p-value
1.	Leaders involve us in planning for programs	0.0% (0)	1.6% (2)	0.0% (0)	18.8% (23)	79.7% (96)	100.0% (121)	77.172	0.00
2.	Leaders involve us in the implementation of the activities planned	0.0% (0)	0.0% (0)	0.0% (0)	15.6% (19)	84.4% (102)	100.0% (121)	90.517	0.00
3.	Some executive work is delegated to us	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (15)	87.5% (106)	100.0% (121)	57.233	0.00
4.	We frequently review our performance target and contracts with our managers	0.0% (0)	1.6% (2)	0.0% (0)	12.5% (15)	85.9% (104)	100.0% (121)	94.828	0.00
5.	Managers take action against employees who do not meet their performance targets	0.0% (0)	0.0% (0)	0.0% (0)	22.2% (27)	77.8% (94)	100.0% (121)	87.828	0.00
6.	Decisions are not made democratically through consultations	0.0% (0)	0.0% (0)	0.0% (0)	20.3% (25)	79.7% (96)	100.0% (121)	51.379	0.00
7.	Our managers lead by example in planning, implementation and review of our programs and projects	15.6% (19)	84.4% (102)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (121)	90.517	0.00

The study sought to investigate whether respondents felt highly involved in planning for programs. It was realized, as seen in Table 4.7, that 0.0% (0) strongly disagreed, 1.6% (2) disagreed, 0.0% (0) were undecided, 18.8% (23) agreed and 79.7% (96) strongly agreed. A higher percentage of 98.5% (119), shows that most employees agreed that they felt highly involved in planning for programs with a chi-square and p values of ( $\chi^2=77.172$ , P value=0.00) respectively. However, 1.6% (2) disagreed.

The second item under this theme was to establish whether county staff were involved in the implementation of planned activities. It was established, as seen Table 4.7, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 15.6% (19) agreed and 84.4% (102) strongly agreed. As indicated all, 100.0% (121), of employees agreed that they were involved in

the implementation of planned activities with a chi-square and p values of ( $\chi^2=90.517$ , P value=0.00) respectively.

The third item under this theme was to establish whether some executive work was delegated to the employees working under the executives. It was found that, as seen Table 4.7, 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) was undecided, 12.5% (15) agreed and 87.5% (106) strongly agreed. General, it was evident that 100.0% (121) of employees agreed that some time executives delegated work to them with a chi-square and p values of ( $\chi^2=57.233$ , P value=0.00) respectively

The study sought to establish whether employees frequently reviewed their performance target and contracts with the employer or manager. As illustrated in Table 4.7, the employees' responses were as follows: 0.0 (0) strongly disagreed, 1.6% (2) disagreed, 0.0% (0) were undecided, 12.5% (15) agreed and 85.9% (104) strongly agreed. Therefore, a majority of employees 98.4% (119) generally agreed that employees frequently reviewed their performance target and contracts with the employer or manager with a chi-square and p values of ( $\chi^2=94.828$ , P value=0.00) respectively.

In establishing whether employers or managers take action against employees who do not meet their performance targets, the study realized, as seen Table 4.7, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 22.2% (27) agreed and 77.8% (94) strongly agreed. This finding indicate that all employees agreed, as seen from the high percentage 100.0% (121), that their employers or managers take action against employees who do not meet their performance targets with a chi-square and p values of ( $\chi^2=87.828$ , P value=0.00) respectively.

In establishing whether decisions are not made democratically through consultations, the study realized, as seen Table 4.7, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 20.3% (25) agreed and 79.7% (96) strongly agreed. This finding indicate that all employees agreed, as seen from the high percentage 100.0% (121), that their employers or managers make most decisions without democratic consultations with a chi-square and p values of ( $\chi^2=51.379$ , P value=0.00) respectively.

The last item under this theme was to determine whether managers lead by example in planning, implementation and review of programs and projects. It was established, as tabulated in Table 4.7 that 15.6% (19) strongly disagreed, 84.4% (102) disagreed, 0.0% (0) were undecided, 0.0% (0) agreed and 0.0% (0) strongly agreed. As indicated all employees 100.0% (121), were of the opinion that managers did not lead by example in planning, implementation and review of programs and projects with a chi-square and p values of ( $\chi^2=90.517$ , P value=0.00) respectively.

However, the interviews revealed otherwise especially on leading by example and consultations before decision making as the respondents were keen to point out that they endeavour to ensure a democratic, participatory, all-inclusive leadership approach in decision making and they lead by example in all working aspects. In their own words, the respondents outlined the following: *“County Governments are new phenomena which are barely four years old. When we took up office, we had nothing to refer to, no one knew what to do but we were to learn the hard way through working. Through continuous involvement of all internal and external stakeholders in decision making and planning with leading from the front in a hands on approach to work we have been able to build a culture that has seen us attain utmost levels of performance and customer satisfaction (Interview, 2017)”*

The above findings are in line with findings of previous studies by Al-Adaileh, (2009) who outline that strategic leadership refers to management approval and continuous support not only during the planning phase but also during implementation phase of the system. He further added that it's reasonable that, when managers dedicate a high level of resources to support strategy development and implementation; they tend to foster a greater use of strategy within that organization. He argues that if senior executives support strategic practices, they may strengthen the budget towards it as funding improve, the performance of the whole sector would improve as well

#### **4.6. Strategy Implementation on Service Delivery**

The third objective of this study was to assess the influence of strategy implementation on service delivery in the county government of Nairobi. To achieve this respondent were asked to give their opinions on how they agree or disagree with the statements in Likert scale of 1-5, where 1= Strongly Disagree, 2= Disagree, 3= not sure, 4= Agree, 5= Strongly Agree. The findings are tabulated in Table 4.8 and discussed hereunder.

**Table 4.8: The influence of strategy implementation on service delivery**

<b>NO.</b>	<b>Description</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Total</b>	$\chi^2$	<b>p-value</b>
1.	We have an implementation plan in our strategic plan	0.0% (0)	0.0% (0)	1.6% (2)	14.1% (17)	84.4% (102)	100.0% (121)	87.828	0.00
2.	Our annual work plans and budgets are derived from our Department strategic plan	0.0% (0)	3.1% (4)	1.6% (2)	18.8% (23)	76.5% (92)	100.0% (121)	77.172	0.00
3.	We review our departmental work plans annually to ascertain achievements, challenges and lessons learnt	0.0% (0)	0.0% (0)	0.0% (0)	26.6% (32)	73.4% (89)	100.0% (121)	79.161	0.00
4.	Everyone knows his role and responsibilities as per our strategic and work plans	0.0% (0)	0.0% (0)	0.0% (0)	14.1% (17)	85.9% (104)	100.0% (121)	94.828	0.00
5.	The department's budgetary decisions are in line with the work plans	0.0% (0)	0.0% (0)	0.0% (0)	20.3% (25)	79.7% (96)	100.0% (121)	105.368	0.00
6.	The Department organizes for time by time off station workshop trainings on effective implementation	0.0% (0)	0.0% (0)	0.0% (0)	29.7% (36)	70.3% (85)	100.0% (121)	51.379	0.00
7.	The executive conduct benchmarking visits to learn best practices on program and project implementation	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (30)	75.0% (91)	100.0% (121)	90.517	0.00

The study was interested in assessing whether departmental strategic plans had implementation plans. As shown in Table 4.8, the employees' responded as follows: 0.0 (0) strongly disagreed, 0.0 (0) disagreed, 1.6% (2) were undecided, 14.1% (17) agreed and 84.4% (102) strongly agreed. Therefore, a majority of employees 98.4% (119) generally agreed that their departmental sector plans, strategic plans and CIDPs had implementation plans with a chi-square and p values of ( $\chi^2=87.828$ , P value=0.00) respectively.

The second item that was investigated under this theme was whether annual work plans are developed from departmental strategic plans or the CIDP. It was found that 0.0% (0) strongly disagreed, 3.1% (4) disagreed, 1.6% (2) were undecided, 18.8% (23) agreed and 76.5% (92) strongly agreed. A higher percentage of the employees, thus 95.3% (115), indicated that annual work plans were developed from strategic plans with a chi-square and p values of ( $\chi^2=77.172$ , P value=0.00) respectively. However, 3.1% (4) disagreed with this opinion.

The third item in this theme was to assess whether departmental work plans are reviewed annually to ascertain achievements, challenges and lessons learnt. It was established, as seen Table 4.8, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 26.6% (26.6) agreed and 73.4% (89) strongly agreed. General, it was evident that 100.0% (121) of employees agreed that the department reviews its work plan annually to ascertain achievements, challenges and lessons learnt with a chi-square and p values of ( $\chi^2=79.161$ , P value=0.00) respectively.

In establishing whether employees knew their roles as per the work plans, it was realized, as seen in Table 4.8, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 14.1% (17) agreed and 85.9% (104) strongly agreed. This finding indicated that all employees agreed that the new their roles as per the work plans with a chi-square and p values of ( $\chi^2=94.828$ , P value=0.00) respectively.

The fifth item under this theme was to determine whether budgets were in line with work plans. It was established, as seen Table 4.8, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 20.3% (25) agreed and 79.7% (96) strongly agreed. Therefore, it's agreeable to conclude that work plans are in line with budgets with a chi-square and p values of ( $\chi^2=105.368$ , P value=0.00) respectively.

The study sought to investigate whether the department organized time to time off work station capacity building trainings for staff on effective program implementation. It was realized, as seen Table 4.8, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 29.7% (36) agreed and 70.3% (85) strongly agreed. As indicated by this percentage 100.0% (121), all employees agreed that the department organized time to time off work station capacity building

trainings for staff on effective program implementation with a chi-square and p values of ( $\chi^2=51.379$ , P value=0.00) respectively.

The other item investigated under this theme was whether the executive conduct benchmarking visits to learn best practices on program and project implementation. It was realized, as seen Table 4.8, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 25.0% (30) agreed and 75.0% (91) strongly agreed. This finding indicated that 100.0% (121) of employees agreed that the executive conduct benchmarking visits to learn best practices on program and project implementation with a chi-square and p values of ( $\chi^2=90.517$ , P value=0.00) respectively.

However, the interviews revealed otherwise as the executives were keen to point out that the employees did not fully understand their roles and responsibilities since there was evidence of overlapping on roles and budgets were not streamline to align with the work plans. In their own words, the respondents outlined the following: *“cases of staff encroaching on responsibilities of others due to financial gain though allowances are a common happenings. Further to note, out budgets are not synchronized with our work plans since our planning process is not linked to the budgeting process. Sometimes you will find an item missing on the budget yet it’s a priority activity on the work plan (Interview, 2017)”*

The assertions by the executives contradicts the stipulations by scholars on strategy implementation as implementation is deemed an all administrative affair and total responsibility is placed on the executives to ensure wholesome implementation of planned activities. Paul (2015) says that strategy implementation process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. The implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal and control processes which entail cascading strategy to all functional areas in such a way as to achieve both vertical and horizontal logic and enhance implementation of policies.

#### **4.7. Service delivery in the County Government of Nairobi**

The dependent variable of the study was service delivery in the county government of Nairobi. Respondent were asked to give their opinions on how they agree or disagree with the statements in Likert scale of 1-5, where 1= Strongly Disagree, 2= Disagree, 3= not sure, 4= Agree, 5= Strongly Agree. The findings were presented in 4.9.

#### **Table 4.9: Service delivery in the county government of Nairobi**



<b>Description</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Total</b>	$\chi^2$	<b>p-value</b>
1. We have a working service delivery charter to guide our service provision	4.7% (6)	21.9% (26)	28.1% (34)	25.0% (30)	20.% (25)	100.0% (121)	94.218	0.00
2. The Department has a challenge of meeting its program targets and deadlines within stipulated timeframes	0.0% (0)	0.0% (0)	4.7% (6)	39.1% (47)	56.% (68)	100.0% (121)	123.79	0.00
3. The Department has a challenge of meeting its program targets and deadlines within stipulated budgets	0.0% (0)	0.0% (0)	1.6% (2)	26.6% (32)	71.% (87)	100.0% (121)	79.161	0.00
4. The Department has proper accountability mechanisms to ensure transparency and value for money	0.0% (0)	0.0% (0)	0.0% (0)	23.4% (28)	76.% (93)	100.0% (121)	77.123	0.00
5. The Department has developed a public feedback mechanism to ensure efficiency	0.0% (0)	0.0% (0)	0.0% (0)	54.8% (66)	45.% (55)	100.0% (121)	87.828	0.00
6. We have a mechanism for receiving complaints from customers in our Ministry	0.0% (0)	0.0% (0)	1.6% (2)	45.3% (55)	53.% (64)	100.0% (121)	105.38	0.00
7. The rating of customer satisfaction levels in our Department by external public is relatively not satisfactory	0.0% (0)	1.6% (2)	1.6% (2)	21.9% (26)	75.% (91)	100.0% (121)	127.43	0.00

Respondents were asked to state their observation on whether had service delivery charters to guide their service delivery. As tabulated in 4.9, the employees observed as follows: 4.7% (6) strongly disagreed, 21.9% (26) disagreed, 28.1% (34) were undecided, 25.0% (30) agreed and 20.3% (25) strongly agreed. Therefore, majority 45.3% (55) of the employees generally agreed that the departments have service charters with a chi-square and p values of ( $\chi^2=94.218$ , P value=0.00) respectively. However, 26.6% (33) generally disagreed.

The study sought to investigate whether the department has had the challenge of achieving its targets on time frames. It was realized, as seen 4.9, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 4.7% (6) were undecided, 39.1% (47) agreed and 56.3% (68) strongly agreed. As indicated by the high percentage 95.4% (115), majority of employees agreed that the department has a challenge of achieving its set targets within stipulated timeframes with a chi-square and p values of ( $\chi^2=123.759$ , P value=0.00) respectively. However, 0.0% (0) disagreed.

The third item under this theme was to establish whether the department has had the challenge of achieving its targets within stipulated budgets. It was established, as seen 4.9, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 1.6% (2) were undecided, 26.6% (32) agreed and 71.9% (87) strongly agreed. As indicated by the high percentage 98.5% (119), majority of employees agreed that the department has a challenge of achieving its set targets within stipulated budgets with a chi-square and p values of ( $\chi^2=79.161$ , P value=0.00) respectively. However, 0.0% (0) disagreed.

The fourth item under this theme was to establish whether the department has proper accountability mechanisms to ensure transparency and value for money. It was found that, as seen 4.9, 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 0.0% (0) were undecided, 23.4% (28) agreed and 76.6% (93) strongly agreed. General, it was evident that 100.0% (121) of employees agreed that the department has proper accountability mechanisms to ensure transparency and value for money with a chi-square and p values of ( $\chi^2=77.172$ , P value=0.00) respectively.

The study sought to establish whether the department has developed a public feedback mechanism to ensure efficiency. As illustrated in 4.9, the employees' responses were as follows: 0.0 (0) strongly disagreed, 0.0% (0) disagreed, 1.6% (2) were undecided, 45.3% (55) agreed and 53.1% (64) strongly agreed. Therefore, majority of the respondents 100% (119) generally agreed that the department has developed a public feedback mechanism to ensure efficiency with a chi-square and p values of ( $\chi^2=87.828$ , P value=0.00) respectively.

In establishing whether departments have a mechanism for receiving complaints from customers, it was realized, as seen in 4.9, that 0.0% (0) strongly disagreed, 0.0% (0) disagreed, 1.6% (2) were

undecided, 45.3% (55) agreed and 53.1% (64) strongly agreed. Majority of employees agreed, as seen from the high percentage 98.4% (119), that they have a mechanism for receiving complaints from customers with a chi-square and p values of ( $\chi^2=105.368$ , P value=0.00) respectively.

The seventh item under this theme was to determine whether the rating of customer's satisfaction levels in the department by external public is relatively not satisfactory. It was established, as seen 4.9, that 0.0% (0) strongly disagreed, 1.6% (2) disagreed, 1.6% (2) were undecided, 21.9% (26) agreed and 75.0% (91) strongly agreed. As indicated by the high percentage 96.9% (117), majority of employees agreed that the rating of customer satisfaction levels in our Department by external public is relatively not satisfactory with a chi-square and p values of ( $\chi^2=94.218$ , P value=0.00) respectively with a chi-square and p values of ( $\chi^2=127.483$ , P value=0.00) respectively. However, 1.6% (2) disagreed.

The interviews also revealed that service delivery is strongly enhanced by strategic management practices and the respondents further noted that without strategy service delivery to the public is likely to be hampered with endless challenges. The respondents said the following: *“The expectations of the public are insatiable and cannot be managed without a structured way of engaging them. I receive hundreds of requests daily from the public and you would think you have really worked until you go on a field work and realise the complaints are just unimaginably many (Interview, 2017)”*

Previous works according to Tamrakar (2010) emphasis the assertions above insisting that public services should be concerned with what customers want rather than what providers are prepared to give yet in most of the county's public service delivery is characteristic of ineffective, cumbersome, too procedural, costly, red taped and not transparent systems. Tamrakar (2010) further contradicts the respondents above by arguing that generally, public servants have acted as masters without any sense of accountability and transparency instead of acting as servants of people (Tamrakar, 2010). However, the citizens have become familiarized to the enhanced service delivery from the private sector and thus, they now view the public sector as another provider of services for which they pay taxes.

#### **4.8. Correlation Table 4.10: Correlations among the study variables**

Table 4.10 below illustrates the findings of Pearson's correlation. A bi-variant correlation each of the three independent variables which were Strategic Planning, Strategic Leadership, Strategy Implementation and the dependent variable that is Service Delivery in the County Government of Nairobi.

		Strategic planning	Strategic leadership	Strategy implementa tion	Service delivery
Strategic planning	Pearson	1	.170	.128	.1218
	Correlation				
	Sig. (2-tailed)		.178	.312	.000
	N	121	121	121	121
Strategic leadership	Pearson	.170	1	.499**	.768**
	Correlation				
	Sig. (2-tailed)	.178		.000	.000
	N	121	121	121	121
Strategy implementation	Pearson	.128	.499**	1	.724**
	Correlation				
	Sig. (2-tailed)	.312	.000		.000
	N	121	121	121	121
Service delivery	Pearson	.1218**	.768**	.724**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	121	121	121	121

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

Table 4.10 shows a statistical significant positive correlation of  $r=0.768$  at  $p=0.01$  between strategic planning and service delivery. It shows a statistical significant positive correlation of  $r=0.768$  at  $p=0.01$  between strategic leadership and service delivery. It can also be seen that strategy implementation and Service Delivery are positively correlated with  $r=0.724$  at  $p=0.01$  which is statistically significant.

## 4.9. ANOVA TEST RESULTS

**Table 4.11: ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.413	4	2.103	8.816	0.000 <sup>a</sup>
Residual	11.212	47	0.239		
Total	19.625	51			

a. Predictors: (Constant), strategic planning, strategic leadership, strategy implementation)

b. Dependent Variable: Service Delivery

c. Government policy, economic conditions and organizational culture ( intervening variables )

The findings indicated in Table 4.11 shows that the association between strategic management practices and service delivery was positive and statistically significant ( $F = 8.816$ ;  $p < 0.05$ ). Therefore, strategic management practices investigated were fundamental in service delivery by the County Government of Nairobi. The intervening variables of Government policy, economic conditions and organizational culture were found to influence the relationship between strategic management practices and service delivery positively. The results also indicate that the model was statistically significant.

### 4.10. Test of Null Hypotheses among variables under study

In testing the hypotheses, the significance measure is placed at  $p < 0.05$ ; meaning any hypothesis that exhibits a p value (significance) less than 0.05 shall be rejected and one exhibiting significance more than 0.05 shall be accepted.

#### **H<sub>01</sub>: Strategic planning does not influence service delivery in the County Government of Nairobi.**

From the result of analysis above in Table 4.11 we found that the p value ( $0.00 < 0.05$ ). The result of the analysis is an indication that there is a relationship between the tested variables. We therefore reject the null hypothesis that Strategic planning does not influence service delivery in the County Government of Nairobi. In other words, there is a relation between Strategic planning and service delivery in the County Government of Nairobi.

#### **H<sub>02</sub>: Strategic leaderships does not influence service delivery in the County Government of Nairobi.**

The analysis above in Table 4.11 shows that the p value ( $0.00 < 0.05$ ). The result of the analysis shows that there is a relationship between the tested variables. We therefore reject the null hypothesis that Strategic leadership does not influence service delivery in the County Government of Nairobi. In other words, there is a relation between Strategic leadership and service delivery in the County Government of Nairobi.

**H<sub>03</sub>: Strategy implementation does not influence service delivery in the County Government of Nairobi.**

Since the p value in Table 4.11 is ( $0.00 > 0.05$ ). The result is an indication that a relationship subsist between the tested variables. We therefore reject the null hypothesis that there is no significant relationship between Strategy implementation and service delivery in the County Government of Nairobi. In other words, there is a positive relation between the two.

**4.11. Influence of Strategic Management Practices on Service Delivery**

The study ascertained the influence of strategic management practices as represented by strategic planning, strategic Leadership, strategy implementation on service delivery in the County Government of Nairobi. The results in relation to the foregoing are illustrated in Tables 4.11 and 4.12.

**Table 4.12: Model Results.**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.655 <sup>a</sup>	0.429	0.380	0.48843

a. Predictors: (Constant), strategic planning, strategic leadership, strategy implementation, Government policy, economic conditions and organizational culture

As illustrated in Table 4.12, the relationship between strategic management practices and service delivery was established to be positive moderately strong. This meant that delivery of services was likely to be improved with strategic management practices in place. The  $R^2 = 0.429$  shows the variation of the dependent variable (service delivery) in respect to the changes in the independent variables (strategic planning, strategic leadership, strategy implementation). The Adjusted R Square = 0.380 shows the variation of the dependent variable (service delivery) in respect to the changes in the independent variables (strategic planning, strategic leadership, strategy implementation). The findings illustrated that 42.9% of the changes in service delivery in the County Government of Nairobi with respect to  $R^2$  and 38% in terms of adjusted RS square were as a result of strategic management practices.

**Table 4.13: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.420	0.448		3.166	0.000
Strategic planning	0.037	0.158	0.048	1.234	0.000
Strategic leadership	0.218	0.197	0.232	1.108	0.000
Strategy Implementation	0.007	0.149	0.008	1.048	0.000

a. Dependent Variable: Service Delivery

The interpretation of the findings is shown in the following regression models.

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

$$Y = 1.420 + 0.037X_1 + 0.218X_2 + 0.007X_3 + \varepsilon$$

Table 4.13 shows that the influence of strategic management practices (strategic planning, strategic leadership, strategy implementation,) on service delivery was significant ( $t = 3.166$ ;  $p < 0.05$ ). All the parameters of strategic management practices examined in this study enhanced service delivery. Furthermore, it was noted that a unit increase in service delivery would require 3.166 increase in strategic planning, strategic leadership and strategy implementation. Lastly, government policy, economic conditions and organizational culture were found to have an intervening influence on the relationship between strategic management practices and service delivery in the county government of Nairobi.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of major findings of the study, conclusions, recommendations and the areas suggested for further research.

#### 5.2 Summary of Findings

This section presents the summary of key findings of the study. The purpose of this study was to expand the base knowledge and empirically test the influence of strategic management practices on service delivery in the county government of Nairobi.

##### 5.2.1. Background information

The study examined the respondents in respect to their age, gender, academic qualifications, and their length of service in their current position. It was noted that 41.3% of the respondents who were the majority were between the ages of 30 to 34 years. The findings implied that most of the employees working in the positions of Accountants, Finance officers, Economists, Supply chain officers, Office administrators are of middle age. Young people are aggressive, flexible and prompt in service delivery. It was noted that (74) 61.2% of the respondents who were the majority were male while (47) 38.3% were female. This is a clear indication that gender disparity is still a challenge in terms of human resource in the county government of Nairobi.

The study findings indicated that majority (83) (68.7%) of the respondents were bachelor degree holders. In addition, (18) 14.9% of the respondents were diploma holders while (19) 15.7% held post graduate degrees. 1(0.8%) of the respondents held a secondary level certificates while none had primary level qualifications. Only 2.9% respondents had primary as the highest level. The findings illustrated that county government of Nairobi employed academically qualified workforce who have capacity to implemented strategic management practices for effective service delivery. The study determined that 45.5% of the respondents had length of operation experience in the current position for 3 years. In addition, 23.1% had 4 or more than 4 years working experience while 18.2% had worked for 2 year in the current position. Respondents that had worked for only 1 year were 13.2%. This implies that most respondents were employed after the advent of devolution and county governments.



### **5.2.2. Strategic planning and Service Delivery**

The specific objective here was: To determine the extent to which strategic planning influences service delivery. Several parameters of strategic planning were examined as follows;

Respondents were asked to state their observation on whether the department has a functional strategic plan. Majority 45.3% (55) of the employees generally agreed that the department has a functional strategic plan. However, 26.6% (33) generally disagreed. The study also sought to investigate whether employees had memorized their departmental vision statements. As indicated by the high percentage 95.4% (115), majority of employees agreed that they had memorized their departmental vision statements. However, none 0.0% (0) disagreed. The third item under this theme was to establish whether departmental programs were in line with the departmental mission. As indicated by the high percentage 98.5% (119), majority of employees agreed that they have designed creative ways of making customers purchase their firm's products. However, 0.0% (0) disagreed. The fourth item under this theme was to establish whether their department hold frequent meetings aimed at sharing their experiences and planning project and program implementation. General, it was evident that 100.0% (121) of employees agreed that their department hold frequent meetings aimed at sharing their experiences and planning project and program implementation. The study sought to establish whether the department sets time bound targets to be achieved. All employees 100% (121) generally agreed that their departments set time bound targets to be achieved.

In establishing whether the departments conduct periodic monitoring and evaluation on their programs. Majority of employees agreed, as seen from the high percentage 98.4% (119), that they conduct periodic monitoring and evaluation for their programs. The seventh item under this theme was to determine whether departmental annual work plans are developed from the county integrated development plans (CIDP). As indicated by the high percentage 96.9% (75), majority of employees agreed that their annual work plans are developed from their county integrated development plans. However, 1.6% (2) disagreed. Findings from interviews revealed that most departments had developed their sector plans in 2013 and reviewed them in 2017 in line with the county integrated development plan. Also to note is the fact that annual work plans were developed from the departmental strategic plans that had been customized from the CIDP. This was adequate evidence for strategic planning by the departments of the county government of Nairobi.

Correlation results showed a statistical significant positive correlation of  $r=0.768$  at  $p=0.01$  between strategic planning and service delivery meaning that there was found to be a strong significant correlation between strategic planning and service delivery. From this, strategic planning is significant to service delivery hence the null hypothesis is rejected and the alternate

hypothesis is accepted. Therefore, there is a significant relationship between strategic planning and service delivery in the county government of Nairobi.

### **5.2.3. Strategic Leadership and Service delivery**

The specific objective here was: To determine the extent to which strategic leadership influences service delivery. Several parameters of strategic leadership were examined as follows;

The study sought to investigate whether respondents felt highly involved in planning for programs. A higher percentage of 98.5% (119), shows that most employees agreed that they felt highly involved in planning for programs. However, 1.6% (2) disagreed. The second item under this theme was to establish whether county staff were involved in the implementation of planned activities. As indicated all, 100.0% (121), of employees agreed that they were involved in the implementation of planned activities. The third item under this theme was to establish whether some executive work was delegated to the employees working under the executives. In General, it was evident that 100.0% (121) of employees agreed that some time executives delegated work to them. The study sought to establish whether employees frequently reviewed their performance target and contracts with the employer or manager. A majority of employees 98.4% (119) generally agreed that employees frequently reviewed their performance target and contracts with the employer or manager.

In establishing whether employers or managers take action against employees who do not meet their performance targets. This finding indicate that all employees agreed, as seen from the high percentage 100.0% (121), that their employers or managers take action against employees who do not meet their performance targets. In establishing whether decisions are not made democratically through consultations. This finding indicate that all employees agreed, as seen from the high percentage 100.0% (121), that their employers or managers make most decisions without democratic consultations. The last item under this theme was to determine whether managers lead by example in planning, implementation and review of programs and projects. As indicated all employees 100.0% (121), were of the opinion that managers did not lead by example in planning, implementation and review of programs and projects. However, the interviews revealed otherwise especially on leading by example and consultations before decision making as the respondents were keen to point out that they endeavour to ensure a democratic, participatory, all-inclusive leadership approach in decision making and they lead by example in all working aspects.

Correlation results show a statistical significant positive correlation of  $r=0.768$  at  $p=0.01$  between strategic leadership and service delivery. From this, strategic leadership is significant to service delivery hence the null hypothesis is rejected and the alternate hypothesis is accepted. Therefore,

there is a significant relationship between strategic leadership and service delivery in the county government of Nairobi.

#### **5.2.4. Strategy Implementation and Service Delivery**

The specific objective here was: To determine the extent to which strategy implementation influences service delivery. Several parameters of strategy implementation were examined as follows;

The study was interested in assessing whether departmental strategic plans had implementation plans. A majority of employees 98.4% (119) generally agreed that their departmental sector plans, strategic plans and CIDPs had implementation plans. The second item that was investigated under this theme was whether annual work plans are developed from departmental strategic plans or the CIDP. A higher percentage of the employees, thus 95.6% (116), indicated that annual work plans were developed from strategic plans. However, 3.1% (4) disagreed with this opinion. The third item in this theme was to assess whether departmental work plans are reviewed annually to ascertain achievements, challenges and lessons learnt. Generally, it was evident that 100.0% (121) of employees agreed that the department reviews its work plan annually to ascertain achievements, challenges and lessons learnt. In establishing whether employees understood their roles as per the work plans. This finding indicated that all employees agreed that the new their roles as per the work plans. The fifth item under this theme was to determine whether budgets were in line with work plans. Majority of the respondents 79.7% (96) strongly agreed. Therefore, it's agreeable to conclude that work plans are in line with budgets.

The study sought to investigate whether the department organized time to time off work station capacity building trainings for staff on effective program implementation. As indicated by this percentage 100.0% (121), all employees agreed that the department organized time to time off work station capacity building trainings for staff on effective program implementation. The other item investigated under this theme was whether the executive conduct benchmarking visits to learn best practices on program and project implementation. The finding indicated that 100.0% (121) of employees agreed that the executive conduct benchmarking visits to learn best practices on program and project implementation. However, the interviews revealed otherwise as the executives were keen to point out that the employees did not fully understand their roles and responsibilities since there was evidence of overlapping on roles and budgets were not streamline to align with the work plans.

From the correlation results it can also be seen that team orientation and strategy implementation are positively correlated with  $r=0.724$  at  $p=0.01$  which is statistically significant. From this, strategy implementation is significant to service delivery hence the null hypothesis is rejected and the alternate hypothesis is accepted. Therefore, there is a significant relationship between strategy implementation and service delivery in the county government of Nairobi.

#### **5.2.5. Service Delivery in the county government of Nairobi**

Service delivery is a very critical factor in every organization. It is the basis of the success of an organization which, in all aspects, is dependent on individual employee performance (Chegini, 2010). In this study, we sought to establish how the county government of Nairobi can boost its service delivery through encouraging implementation of strategic management practices. Respondents were asked to state their observation on whether had service delivery charters to guide their service delivery. Majority 45.3% (55) of the employees generally agreed that the departments have service charters. However, 26.6% (17) generally disagreed. The study sought to investigate whether the department has had the challenge of achieving its targets on time frames. As indicated by the high percentage 95.4% (115), majority of employees agreed that the department has a challenge of achieving its set targets within stipulated timeframes. However, 0.0% (0) disagreed. The third item under this theme was to establish whether the department has had the challenge of achieving its targets within stipulated budgets. Majority of employees 100.0% (121) agreed that the department has a challenge of achieving its set targets within stipulated budgets. However, 0.0% (0) disagreed. The fourth item under this theme was to establish whether the department has proper accountability mechanisms to ensure transparency and value for money. Generally, it was evident that 100.0% (121) of employees agreed that the department has proper accountability mechanisms to ensure transparency and value for money.

The study sought to establish whether the department has developed a public feedback mechanism to ensure efficiency. All employees 100% (121) generally agreed that the department has developed a public feedback mechanism to ensure efficiency. In establishing whether departments have a mechanism for receiving complaints from customers, Majority of employees agreed, as seen from the high percentage 98.4% (119), that they have a mechanism for receiving complaints from customers. The seventh item under this theme was to determine whether the rating of customer's satisfaction levels in the department by external public is relatively not satisfactory. As indicated by the high percentage 96.9% (117), majority of employees agreed that the rating of customer satisfaction levels in our Department by external public is relatively not satisfactory. However, 1.6% (2) disagreed.

The results showed that there is a significant correlation between strategic planning and service delivery. There was found to be a strong significant correlation between strategic leadership and service delivery. There was also found to be a strong significant correlation between strategy implementation and service delivery. The relationship between strategic management practices and service delivery was established to be positive moderately strong. This meant that delivery of services was likely to be improved with strategic management practices in place. The  $R^2 = 0.429$  shows the variation of the dependent variable (service delivery) in respect to the changes in the independent variables (strategic planning, strategic leadership, strategy implementation). The findings illustrated that 42.9% of the changes in service delivery in the County Government of Nairobi were as a result of strategic management practices. The results also indicate that the model was statistically significant. All the parameters of strategic management practices examined in this study enhanced service delivery. Furthermore, it was noted that a unit increase in service delivery would require 3.166 increase in strategic planning, strategic leadership and strategy implementation.

### **5.3. Conclusions**

Based on the findings and discussions of the findings on each research objective, the next section gives the conclusions.

#### **5.3.1 Strategic planning and Service delivery**

From this research objective, we can conclude that when county governments formulate strategies with clear timeframes and sufficient budgets, they begin the process of empowering their stakeholders hence the employees will perform better and the public shall be satisfied and shall approve of them. Majority of the employees generally agreed that the department has a functional strategic plan. The county governments Act (2012) provides that county governments must develop a county integrated development plan (CIDP) to guide its programs and projects as well as budgeting processes. This could be the justification for this positive response. Counties are also subjected to a rigorous annual process of developing annual development plans, program based budgets and county fiscal outlook papers which in turn operationalize the CIDP and sector plans. Majority of employees agreed that they had memorized their departmental vision statements. All departments had developed service delivery charters and displayed them at the reception and hence staff are able to read it every day all the time. Since the interviews were held in the full glare of the charters in their offices, it was expected that they would refer as they answer this question even though a good number of them demonstrated utmost mastery of the statements.

Majority of employees agreed that their work plans are in line with the departmental strategic plan. As a mechanism of enhancing transparency and accountability of programs implementation,

county governments have linked procurement plans to the annual development plans and the departmental annual budgets. Only programs on both the budget and the procurement plan are given priority and allocation in terms of funds released. It was also evident that of employees agreed that their department hold frequent meetings aimed at sharing their experiences and planning project and program implementation. One of the key stipulation of the county governments Act 2012, which is a key provision of the constitution of Kenya 2010 is public participation. County assemblies have been seen to be keen on enforcing this provision through oversight and could be one of the factors behind the frequent development planning consultation meetings witnessed.

All employees 100% (64) generally agreed that their departments set time bound targets to be achieved. Annual development plans (ADPs), which are a mandatory requirement before funds are released to the counties have clear targets that are time bound and results based. Majority of employees agreed, as seen from the high percentage 98.4% (63), that they conduct periodic monitoring and evaluation for their programs. The office of the budget controller has established county officer with a county budget coordinator for each county government whose major role is to conduct monitoring and evaluation for all county projects to ascertain the conformance between the budgets and the real time implementation. Majority of employees agreed that their annual work plans are developed from their county integrated development plans. The county governments planning framework is highly restricted to the CIDP and project to be included in the ADP must have been captured in the CIDP. Findings from interviews revealed that most departments had developed their sector plans in 2013 and reviewed them in 2017 in line with the county integrated development plan. Also to note is the fact that annual work plans were developed from the departmental strategic plans that had been customized from the CIDP. This was adequate evidence for strategic planning by the departments of the county government of Nairobi. Strategic planning was found to be critical in ensuring that services are effectively delivered in county governance. Strategic planning was, therefore, inferred important in enhancing service delivery in the county government of Nairobi.

### **5.3.2 Strategic Leadership and Service Delivery**

Most employees agreed that they felt highly involved in planning for programs. County Governments Act 2012 provides a structure participatory approach to planning and budgeting which brings on board everybody. This cycle begins early September and stretches to April the following year with several intervals of employee input and participation. All respondents agreed that they were involved in the implementation of planned activities. The economists are in charge of departmental planning, finance officers in charge of departmental budgets, accountants in charge of departmental funds, supply chain officers in charge of procurement planning, office managers in charge of communication and all report to the chief officer and CEC member respectively thus utmost involvement in implementation.

All the respondents agreed that some time executives delegated work to them. There was evidence that the CE Member often delegates duties and responsibility to the chief officer and directors as well as the chief officer delegating to directors who in turn often delegate to the technical staff mentioned in this study. A majority of employees generally agreed that employees frequently reviewed their performance target and contracts with the employer or manager. County governments are currently implementing performance contracts with annual reviews aimed at enhancing service delivery. The study revealed that employers or managers take action against employees who do not meet their performance targets. Some of the highlighted actions of punishment included blacklisting from holding any Imprest, demotion in responsibility, letters of warning and summons, as well as awards and recognition for employees who perform well through gifts, trips and promotion in responsibility. The respondents also revealed that employers or managers make most decisions without democratic consultations. They reported that there is a lot of witch handing, suspicion and backstabbing which makes the executives to choose to work in isolation. County governments are also a system of interest and most executives act selfishly alone without or with minimal consultations. Respondents were of the opinion that managers did not lead by example in planning, implementation and review of programs and projects. However, the interviews revealed otherwise especially on leading by example and consultations before decision making as the respondents were keen to point out that they endeavour to ensure a democratic, participatory, all-inclusive leadership approach in decision making and they lead by example in all working aspects. In conclusion, the study notes that strategic leadership significantly influences service delivery in the county government of Nairobi.

### **5.3.3 Strategy Implementation and Service delivery**

A majority of employees generally agreed that their departmental sector plans, strategic plans and CIDPs had implementation plans. As noted earlier, it's the provision of county governance planning frameworks that clear programs, objectives, strategies, activities, budget lines and time frames be indicated during the planning processes. Respondents indicated that annual work plans were developed from strategic plans. It is a provision of the county governments Act 2012 that annual development plans be developed from the CIDP and submitted to the treasury by 31<sup>st</sup> July every year for allocation and release of funds.

Generally, it was evident that most of the respondents of employees agreed that the department reviews its work plan annually to ascertain achievements, challenges and lessons learnt. It's expected of county governments to review achievements, challenges and lessons learned during the development of their annual development plans. This finding indicated that all employees agreed that they understood their roles as per the work plans and that work plans are in line with budgets. However, the interviews revealed otherwise as the executives were keen to point out that the employees did not fully understand their roles and responsibilities since there was evidence of overlapping on roles and budgets were not streamline to align with the work plans.

All respondents agreed that the department organized time to time off work station capacity building trainings for staff on effective program implementation. It's a requirement for every government agency to train every of its staff at least once per financial year. Respondents agreed that the executive conduct benchmarking visits to learn best practices on program and project implementation. County government executives are famous for time to time foreign visits and trips in the name of benchmarking even though little can be accounted for this trips even in the county government of Nairobi. Therefore, there is a significant relationship between strategy implementation and service delivery in the county government of Nairobi.

### **5.3.4 Service Delivery**

Based on our findings, we can conclude that service delivery is a critical factor in every organization more so in county governments. It has come out clearly in this research work that strategy is everything. One of the main reasons why county governments do not render effective services is lack of or inadequate implementation of strategic management practices of strategic planning, offering strategic leadership and implementing planned strategies. Our study findings have shown that county governments can boost their service delivery through enhancing a better strategic planning approach, offering effective leadership and implementing planned strategies among others.



In a service industry like the organization under study, communication is key. The better an organization can communicate through mechanisms like service delivery charters, the more efficiently they can do their job and the better decisions everyone around them can make. Responsiveness to programs planned, complaints and request, we can conclude, is what makes an organization efficient. Organization who are fast in decision-making, feedback and reaction to complaints can be judged by how they respond to work in a given situation. A trait of involving the stakeholders in decision making is a characteristic of a good organization. Based on our findings, this trait is more than needed in the workplace if county governments wants to be ahead of the park as far as effective service delivery is concerned. Therefore, there is a significant relationship between strategy management practices and service delivery in the county government of Nairobi

#### **5.4 Recommendations**

The study recommends the following;

- i. The study recommends that county governments should link planning to budget for them to be able to effectively implement their programs and projects.
- ii. Departmental strategic planning processes should be all inclusive and participatory to enable holistic capture of views from all stakeholders
- iii. County government executives should embrace delegation and leading from the front in implementation of programs for effective learning and utmost service delivery
- iv. Training should be based on specific tasks and roles as opposed to general trainings which rarely yield much.
- v. County Governments should consider government policies set out in planning and budgeting processes and make it their organizational culture as well as factor in their planning economic uncertainties for effective project implementation
- vi. Lastly, adequate resources should be allocated towards programs and projects to enable the effective implementation of planned activities.

### **5.5 Recommendations for Further Studies**

The study suggests that an assessment of the performance of County Governments be carried out in Kenya. In addition, a study on the effectiveness of strategic management practices on service delivery should be extended to the National Government. The role of strategic management in enhancing financial management in county governments in Kenya is worth investigating. In addition, strategic planning should be investigated and its effect on performance of government corporations ascertained.

## REFERENCES

- Adeleke, A, Ogundele, O.J.K & Oyenuga, O.O. (2008). *Business Policy and Strategy*,(2nd ed). Lagos: Concept Publications.
- Akingbade, W. A. (2007). *Impact of Strategic Management on Corporate Performance in Selected Indigenous Small & Medium Scale Enterprises in Lagos Metropolis*. Unpublished M.Sc. Thesis, Department of Business Administration Management Technology; Lagos State University, Ojo; Lagos.
- Akingbade, W. A. (2014). *Impact of Strategic Management on Corporate Performance in Selected Indigenous Small & Medium Scale Enterprises in Lagos Metropolis*. Unpublished M.Sc. Thesis, Department of Business Administration Management Technology; Lagos State University, Ojo; Lagos.
- Angote, S. (2009). *Analyzing HRD needs in the public service: The Kenya Experience*. Capacity Building Seminar Paper, Arusha, Tanzania.
- Baron, R. (2010). *Impact of Citizen Charter in Service Delivery: A Case of District Administration Office. Kathmandu*
- Barry, G.E (2015). *Does Strategic Planning improve company performance?* Long-range Planning, 19, 2:106-120.
- Barzilai, M. & Moores, J. (2011). *Improving service delivery in FM: case study of a UK Hospital facilities directorate. Journal of Facilities Management*, Volume 4(4) 27
- Bem, S. M. (2011). *Local Governance Support Project-Learning and Innovation Component(LGSP-LIC). Local Government Division, Government of Bangladesh*.
- Besley, T. & Ghatak, M. (2007). *Reforming Public Service Delivery*. Journal of African Economies, Volume 16, AERC Supplement 1, pp. 127–156.
- BSSI (2014). *Strategic Management*. London: Kogan page Ltd an Association with Ahmed, 47-87

- Bruun, Hans Henrik. (2007). *Science, Values and Politics in Max Weber's Methodology*. Rethinking classical sociology. Publisher: Aldershot, Ashgate. p. 298.
- Bryson, R & Ruel, L. C. (2015). *The Relationship of Strategic Planning to Financial Performance*. *Strategic Management Journal*, 7, 3:18-30.
- CADP, (2010). *County Annual Development Plan*. County Government of Nairobi.
- CGA, (2010). *County Government Act of 2012*. Devolution Kenya.
- Chemwei, B, Leboo, C., and Koech, S.J. (2014). *Factors that Impede the Implementation of Strategic Plans in Secondary Schools in Baringo District, Kenya*. *International Journal of Humanities and Social Science* 4(5),
- County Government of Nairobi Website, (2017). County Profile.
- Crawford and Bryce (2003). *Participatory Project Management by Development Organizations*
- Daft and Armstrong (2009). *The Systems Theory. The Strategic Responses to Changes in the Environment*.
- Dalinyebo Local Municipality: Mthatha*. Nelson Mandela Metropolitan University, South Africa.
- Denison, D.R. (1990). *Corporate Culture and Organizational Effectiveness*. New York: John Wiley and Sons.
- Dessier (2008). *Strategic Management: Total Quality and Global Competition*. Oxford: Blackwell, (One).
- Dobbin, P.F. (1974). *Management Tasks, Responsibilities and Practices*. New York: Harper and Row.
- Dostal & Olsson, J. (2015). *Key concepts for new service development*. *The Service Industries Journal*, Volume 16, pp. 140–164.

Drazin, R and Howard, P. (2002), *Strategy implementation: a technique for organizational design*, Journal of Management Studies, Vol. 34 No.3, pp.465-85.

Ebeclin. (2015) *Development Policy Management Division*. Addis Ababa.

Franken, (2009). *Affective and cognitive factors in preferences*, Journal of Consumer Research ©1982 Journal of Consumer Research, Inc.

GoK. (2015). *Introduction to Entrepreneurship Development, Corporate Governance and Small Business Management*.

Gwayi, M. S., (2010). *Masters' Thesis: Service Delivery Challenges: King Sabata Dalindyebo Local Municipality: Mthatha*. Nelson Mandela Metropolitan University, South Africa.

Hatry, Harry. (2006). *Performance Measurement: Getting Results*, 2d ed. Washington, DC: The Urban Institute.

Hitt, Ireland, & Hoskisson (2007). *How can Managers Use Participative Leadership Effectively?* <http://www.task.fm/participative-leadership>.

Hofstede, (2012). *Masters' Thesis: Service Delivery Challenges: King Sabata Dalindyebo Local Municipality: Mthatha*. Nelson Mandela Metropolitan University, South Africa.

Humphreys (1998). *Dynamics of Governments and public service delivery in local governments*.

Humphreys, P. C., (1998). *Improving Public Service Delivery*. Institute of Public Administration, Dublin, Ireland

IFAD (2012). *An Analysis of Strategic Management Approach to Management of Small and Medium Scale Enterprises in Nigeria*. Nigeria: University of Nigeria Press.

Jolise (2007). *Influence of organizational culture on employee work behaviour*. Unpublished M.Sc. Thesis, Department of Business Administration & Management Technology; Lagos State University, Ojo; Lagos.

- Kamla Bhasin. (1991). *“Our Indivisible Environment. Report of a South Asian Workshop on Environment”* FFHC/AD, FAO, 1991.
- Kamla Bhasin. (1998). *“Borders and Boundaries Women in India's Partition”* Co-authored with Ritu Menon. FFHC/AD, FAO, 1998
- Kaplan and Norton (2005). *The principles of Scientific Management*. New York: Harper Brothers.
- Kearney, A.T. (2011). *The theory of everything in operations*. Chicago: Kearney, Inc.
- Kusek, T.G. & Babrah, S. (2009). *Services Marketing*. Kalyani Publishers.
- Gordon and Di Tomaso (1992). *Performance Management and Agency Governance for Africa Development: The search for common cause on Excellence in the Public Service*. UNCEA, Addis Ababa.
- Khalid, S. A. (2010). *Improving the Service Delivery: A Case Study of a Local Authority in Malaysia*. Global Business Review, Volume 11, Issue 1, pp. 65-77.
- Kothari, C. (2014) *“Research Methodology – Methods and Techniques”* New Age International(P)Ltd, New Delhi
- Lim, C. (2010). *Services sector: Its importance for development and potential impacts of its liberalization*. CIS Regional Workshop on WTO Accession, UNDP/SURF-WCA, Dakar.
- Luthans, F. (2011). *Organizational Behavior*. Publisher: Tata McGraw Hill, Twelfth Edition
- Makanga, (2017). Effect of Strategic Management Practices On the Performance of KPLC in Kenya. *International Studies of Management and Organization*, 36 (3), 7-21.
- Maurice Gosselin. (2011). "Contextual factors affecting the deployment of innovative performance measurement systems", *Journal of Applied Accounting Research*, Vol. 12 Iss: 3, pp.260 – 277, Emerald Group Publishing Limited
- McKernian, P. (2006). Exploring Environmental Context within the History of Strategic Management. *International Studies of Management and Organization*, 36 (3), 7-21.

- Michael Hammer and James Champy. (2013). *Reengineering the Corporation: A Manifesto for Business Revolution*, Harper Business. Publisher: Harper business.
- Morgan, G. (2007). *Images of organization*. Publisher: Thousand Oaks: Sage
- Mulwa, A.A. (2010). *Entrepreneurship Development in Small and Medium Enterprises: Key Success Factor*. Lagos JMorgan, journal of Business, 2, 1: 35-46.
- Mungania and Karanja (2015). *Transformational leadership and market orientation: Implications for the implementation of competitive strategies and business unit performance*. Journal of Business Research, 60(4), 314-321
- Municipal Research and Services Centre (2013). *Definition of service delivery*.
- Nicole (2010). *Municipal Services Delivery: A Survey of Washington Cities and Towns. Report No. 26*. Municipal Research Services Centre of Washington.
- Njanja (2012). *Devolution Today. Unpublished M.Sc. Thesis, Department of Business Administration & Management Technology*; Lagos State University, Ojo; Lagos.
- Njau E. (2010). *Performance contracting in Kenya – A critical evaluation of the monitoring and evaluation system paper*
- Nmadu, (2014) and Akingbade (2014). *The strategic management of people in work organizations: review, synthesis, and extension*, paper presented at the Academy of Management. LagosD.C.
- Nuguti, M. S., (2009). *Masters' Thesis: Service Delivery Challenges: King Sabata*
- Nutt (2006). *Use of contingency frameworks by managers*. Unpublished M.Sc. Thesis, Department of Business Administration & Management Technology; Lagos State University, Ojo; Lagos.
- Nyandemo (2010). *Strategic Management in some Kenyan Businesses: "A business reality"*. *Journal of Management Research and Development*, 1, 17-23

Obong'o. (2009). *Strategic Management*. New York: McGraw-Hill Publisher.

Odero & Shitseswa (2016). *Impact of Strategic Management on Corporate Performance in Selected Indigenous Small & Medium Scale Enterprises in Lagos Metropolis*. Unpublished M.Sc. Thesis, Department of Business Administration & Management Technology; Lagos State University, Ojo; Lagos.

OECD. (2010). *Performance Management in Government: Performance Management and Result Oriented Management*, Occasional Paper Number 12, (OECD, Paris, 2012)

Onyango, (2015). *Service Delivery in County Governments*. Unpublished M.Sc. Thesis, Department of Business Administration & Management Technology; Lagos State University, Ojo; Lagos.

Organization for Economic Co-operation and Development. (2010). *Strategies to Improve Rural Service Delivery*. Available at [ww.oecd.org/publishing/corrigenda](http://www.oecd.org/publishing/corrigenda), Accessed on December 12, 2012.

Osborne, D. & Gaebler, T. 1992, *reinventing government: How the entrepreneurial spirit is transforming the public sector*, 1st edn, Plume, New York.

Oyedijo, A & Akinlabi, H. (2008). Relationship between the Intensity of Strategic Management and Corporate Financial Performance in Nigerian Banks. *International Journal of Multi-disciplinary Research*, 1, 1: 52-61.

Oyedijo, A. (2004). *Strategic Management: An Introductory Text*. Lagos: Strategic International Press Ltd.

Oyedijo, A & Akinlabi, H. (2008). Relationship between the Intensity of Strategic Management and Corporate Financial Performance in Nigerian Banks. *International Journal of Multi-disciplinary Research*, 1, 1: 52-61.

Oyedijo, A. (2014). *Strategic Management: An Introductory Text*. Lagos: Strategic International Press Ltd, (Chapter Two).

Paul. M (2015). *Service Delivery in Local Governments in Kenya*.



- Qingmin Hao, Helmut Kasper, Juergen Muehlbacher, (2012) "*How does organizational structure influence performance through learning and innovation in Austria and China*", Emerald Group Publishing Limited. *Chinese Management Studies*, Vol. 6 Iss: 1, pp.36 – 52.
- RALGA, M. K. (2010). *Services Marketing*. Delhi, India: Pearson Education Ltd. "Organizational culture", *Academy of Management Journal*, Vol.49 (3) 433–458.
- Randall, R. (2009), *Strategic Thinking versus Strategic Planning*, 2000 Regency PKWY
- Ravasi, D., Schultz, M. (2006). "*Responding to organizational identity threats: exploring the role*
- Regner (2003). The development of a strategic control system for the management of strategic change. *Strategic Change*, (10) 297-305.
- Richard, I, Declerck, R and Hayes, R. (2009). *From Strategic Planning to Strategic Management*. New York: John Wiley.
- Robbins P., Lukea-Bhiwajee, S. D. & Naidoo, P. (2015). *Service Quality in the Public Service*. *International Journal of Management and Marketing Research*, Volume 3(1) 37-50.
- Ryan, M. K. (2009). *Services Marketing*. Delhi, India: Pearson Education Ltd. 18. *Rwandese Association of Local Government Authorities*. (2010). Factors affecting service delivery in local governments: A Study Report. Kigali.
- Sasaka, (2017). Effect of Strategic Management Practices On the Performance of Corporate Social Responsibility of State Parastatals in Kenya. *International Studies of Management and Organization*, 36 (3), 7-21.
- Saunders, N. (2002). *Research Methodology in the Behavioural Sciences*. Nigeria: Longman, Vol.49 (3) 433–458
- Stenzel (2013). *Dynamics of Governments and public service delivery in local governments*. Vol.49 (3) 433–458

Tamrakar, R. (2010). *Impact of Citizen Charter in Service Delivery: A Case of District Administration Office*. Kathmandu

Tamrakar, R. (2010). *Impact of Citizen Charter in Service Delivery: A Case of District Administration Office*. Kathmandu.

Thompson .A. & A. J. Strickland III (2003), *Strategic management: concepts and cases -13th* Boston: McGraw-Hill/Irwin. Vol.49 (3) 433–458

Ul Mujeeb Ehtesham, Tahir Masood Muhammad, Shakil Ahmad Muhammad.(2011).*Relationship between Organizational Culture and Performance Management Practices: A Case of COMSATS Institute of Information Technology*. Journal of Competitiveness | Issue 5(4) 2011.

West, G. P. (2011).*Coproduction: Citizen Participation in Service*. *Public Administration Review*. Volume 40 (3) 240-246.

Whitaker,G.P.(1980).*Coproduction: Citizen Participation in Service*. *Public Administration Review*. Volume 40 (3) 240-246.

Whitley, B. E. Jr. and Kite, M.E. (2010). *The psychology of prejudice and discrimination (2e)*. Belmont, CA: Thomson-Wadsworth.

## APPENDIX 1: INTRODUCTORY LETTER TO RESPONDENTS

CHRISTABEL NELIMA MAKOKHA

P.O BOX 61711-00200

NAIROBI.

Date: 22<sup>th</sup> February 2018

Dear Respondent,

### **RE: DATA COLLECTION**

I am a post graduate student from the school of Business and economics of Kabarak University pursuing a Master's programme in Business Administration (Strategic Management Option). As part of the course, I am expected to conduct a research on **“Influence of Strategic Management Practices on Service Delivery in the County Government of Nairobi, Kenya.”** This is to humbly request you to participate in the exercise as a respondent.

The information provided for this research will be purely for academic purposes and the recommendations made will be important to your departmental service delivery, the County as well as the Country as a whole. The information provided will be treated with utmost confidentiality and purpose of this research only and shall not be shared with any other entity or person for any other reason. Thanks in advance for your cooperation.

Yours sincerely,

CHRISTABEL NELIMA MAKOKHA

**MBA STUDENT**

**APPENDIX 2: QUESTIONNAIRE FOR DIRECTORS AND CHIEF OFFICERS**

**SECTION A: BACKGROUND INFORMATION**

In this section, please tick (√) the most suitable response where applicable.

1. Gender: Male ( ) Female ( )

2. Age : below 25 ( ) 25-29( ) 30 – 34( ) Above 35 ( )

3. Highest level of education:

Primary ( ) Secondary ( ) Diploma ( ) Under Graduate ( ) Post Graduate ( )

Any other, (specify).....

4. For how long have you worked in your current office of the County Government of Nairobi?

One year ( ) Two years ( ) Three years ( ) four or more than four years ( )

## SECTION B: STRATEGIC PLANNING PRACTICE

In this section please tick (√) the most appropriate response for each of the questions in the table below, where **Strongly agreed, SA (5), Agree, A (4), Undecided, U (3), Disagree, D (2), Strongly disagree, SD (1).**

	<b>Strategic Planning</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>1</b>	We have a functional strategic plan for our department					
<b>2</b>	I have memorised our departmental vision statement					
<b>3</b>	The departmental programs am in charge of are in line with the overall mission					
<b>4</b>	Our department hold's frequent meetings aimed at sharing experiences and planning for programs and projects.					
<b>5</b>	The Department sets time bound targets to be achieved					
<b>6</b>	We conduct periodic monitoring and evaluation for our programs					
<b>7</b>	Our departmental annual work plans are developed from the CIDP					

## SECTION C: STRATEGIC LEADERSHIP PRACTICE

In this section please tick (√) the most appropriate response for each of the questions in the table below, where **Strongly agreed, SA (5), Agree, A (4), Undecided, U (3), Disagree, D (2), Strongly disagree, SD (1).**

	<b>Strategic Leadership</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>8</b>	Leaders involve us in planning for programs					
<b>9</b>	Leaders involve us in the implementation of the activities planned					
<b>10</b>	Some executive work is delegated to us					
<b>11</b>	We frequently review our performance target and contracts with our managers					
<b>12</b>	Managers take action against employees who do not meet their performance targets					
<b>13</b>	Decisions are not made democratically through consultations					
<b>14</b>	Our managers lead by example in planning, implementation and review of our programs and projects					

**SECTION D: STRATEGY IMPLEMENTATION PRACTICE**

In this section please tick (√) the most appropriate response for each of the questions in the table below, where **Strongly agreed, SA (5), Agree, A (4), Undecided, U (3), Disagree, D (2), Strongly disagree, SD (1)**

	<b>Strategy Implementation</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>15</b>	We have an implementation plan in our strategic plan					
<b>16</b>	Our annual work plans and budgets are derived from our Department strategic plan					
<b>17</b>	We review our departmental work plans annually to ascertain achievements, challenges and lessons learnt					
<b>18</b>	Everyone knows his role and responsibilities as per our strategic and work plans					
<b>19</b>	The department's budgetary decisions are in line with the work plan					
<b>20</b>	The Department organizes for time by time off station workshop trainings on effective implementation					
<b>21</b>	The executive conduct benchmarking visits to learn best practices on program and project implementation					

## SECTION E: SERVICE DELIVERY

In this section please tick (√) the most appropriate response for each of the questions in the table below, where **Strongly agreed, SA (5)**, **Agree, A (4)**, **Undecided, U (3)**, **Disagree, D (2)**, **Strongly disagree, SD (1)**.

Service Delivery						
		5	4	3	2	1
29	We have a working service delivery charter to guide our service provision					
30	The Department has a challenge of meeting its program targets and deadlines within stipulated timeframes and budgets					
31	The Department has a challenge of meeting its program targets and deadlines within stipulated budgets					
32	The Department has proper accountability mechanisms to ensure transparency and value for money					
33	The Department has developed a public feedback mechanism to ensure efficiency					
34	We have a mechanism for receiving complaints from customers in our Ministry					
35	The rating of customer satisfaction levels in our Department by external public is relatively not satisfactory					

## **APPENDIX 3: INTERVIEW SCHEDULE FOR COUNTY EXECUTIVE COMMITTEE MEMBERS (CECM)**

### **Strategic Management Practices and Service Delivery**

1. a) In your own opinion, is the County Government of Nairobi committed to service delivery? Yes or No?  
b) If yes, how?
2. Give a brief account on how your Department endeavours to ensure the practice of Strategic Management
3. How is your Department approaching the following in relation to strategic management?
4. Do you have operational strategic plans
  - a) **Strategic Planning**
    - i) Do you have a functional strategic plan for our department?
    - ii) Have you memorised your departmental vision statement?
    - iii) Are the departmental programs in line with the overall mission?
    - iv) Do you hold frequent departmental meetings aimed at sharing experiences and planning for programs and projects?
    - v) Does the department set time bound targets to be achieved?
    - vi) Does the department conduct periodic monitoring and evaluation for your programs?
    - vii) Are your departmental annual work plans developed from the CIDP?
  - b) **Ensuring Strategic leadership**
    - i) Do you involve employees in planning for programs?
    - ii) Do you involve staff in the implementation of the activities planned?
    - iii) Do you delegate work to staff under you?
    - iv) Do you frequently review your performance target and contracts with our managers?
    - v) Do managers take action against employees who do not meet their performance targets?
    - vi) Are decisions made democratically through consultations?
    - vii) Do your managers lead by example in planning, implementation and review of our programs and projects?



**c) Ensuring strategy implementation**

- i) Do you have an implementation plan in your strategic plan?
- ii) Are your annual work plans and budgets derived from our Department strategic plan?
- iii) Do you review your departmental work plans annually to ascertain achievements, challenges and lessons learnt?
- iv) Does every employee know his/her role and responsibilities as per our strategic and work plans?
- v) Are the department's budgetary decisions always in line with the work plan?
- vi) Does the department organize for time by time off station workshop trainings on effective implementation?
- vii) Does the executive conduct benchmarking visits to learn best practices on program and project implementation?

**d) Service Delivery**

- i) Do you have a working service delivery charter to guide your service provision?
- ii) Does the department have a challenge of meeting its program targets and deadlines within stipulated timeframes and budgets?
- iii) Does the department have a challenge of meeting its program targets and deadlines within stipulated budgets?
- iv) Does the department have proper accountability mechanisms to ensure transparency and value for money?
- v) Does the department have developed a public feedback mechanism to ensure efficiency?
- vi) Do you have a mechanism for receiving complaints from customers in our Ministry?
- vii) How are the rating of customer satisfaction levels in your Department by external public?

#### **APPENDIX 4: LIST OF MINISTRIES OF THE COUNTY GOVERNMENT OF NAIROBI**

1. Office of the governor,
2. Human resource department,
3. County public service board,
4. Finance and Economic Planning,
5. Lands, Housing and Physical Planning,
6. Trade, Industry, Cooperative Development and Tourism,
7. Agriculture, Livestock and Fisheries,
8. Public Service Management,
9. Public Works, Roads and Transport,
10. Water, Energy, Forestry and Natural Resources,
11. Information, Communication and E-Government,
12. Education, Youth Affairs, Culture and Social Services
- 13. Health Services.**

**Source;** *(County Government of Nairobi Website, 2018).*