APPLICATION OF THE BALANCED SCORE CARD IN PERFORMANCE MEASUREMENT BY KAJIADO COUNTY GOVERNMENT

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

2016
DECLARATION

This project is my original work and has not been submitted in any institution of higher learning for academic purposes.

Signed........................................................ Date...........................................

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This project has been submitted with my approval as the supervisor of the above student.

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DEDICATION

I dedicate this work to my family for always wishing me the best, and encouraging me endlessly.
ACKNOWLEDGEMENT

Special thanks to my supervisor Mr. Victor Ndambuki, for his valued academic guidance, support and direction. His academic critique and extensive discussions highly inspired my writing to produce more than just the academic output. My employer for allowing me time off from work to undertake the study.
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ABSTRACT

Performance measurement systems are important activities as far as improvement of organizational performance is concerned, and a well-developed performance measurement system is can help an organization to develop and improve its environment as well as its decision making processes. The balanced scorecard was developed to give a better measurement of the organization. The research objective of this study was to examine application of the balanced score card in performance measurement by Kajiado County Government, Kenya. Although performance measurement has been researched over the years, most of the studies have been undertaken in the private sector and not in the public sector especially in the County Government system in Kenya. And for the few studies that have investigated performance measurement in Kenya, they have tended to focus on the big organizations and for that matter none of them have investigated the use of performance score card measures in their studies. Therefore, a lot of useful information can be derived by understanding the application of the balance score card in the County Government system. This study was anchored on the balanced score card theory, the resource based view and the stakeholder theory. The researcher used a case study design for the current study. Data was collected from senior managers within the unit of interest which is Kajiado County. Data was analyzed by use of content analysis. The balanced scorecard was essentially used as a tool for strategy implementation and performance management. Strategy formulation was the framework from which the Kajiado County developed its mission and objectives relevant to the achievement of its vision and values. The balanced scorecard had been adopted in various departments that were applying financial, customer, learning and growth, and operational measures. The findings lead to the conclusion that the balanced scorecard has had a positive influence on the county government of Kajiado, and through the use of the balanced scorecard the financial and operational performance indicates tremendous improvement since it was implemented. When the balance scorecard is aligned with strategy formulation and implementation achievement of plans are enhanced. The findings showed that the balanced scorecard improves understanding of strategy and aspects of its formulation and implementation, and as a multifaceted tool, commitment from the leadership is important, but subsequent to that the results of the findings may desire a broader study to get a more convergent and certain appreciation of the value of balanced scorecard in organizations like the Kajiado County Government. The method used in data collection; face to face interview and analysis may also have some challenges due to the extent of subjectivity, and probably a more objective methodology may provide a better acceptance level.
CHAPTER ONE:
INTRODUCTION

1.1 Background of the Study

Performance measurement systems are important activities as far as improvement of organizational performance is concerned, and a well-developed performance measurement system is can help an organization to develop and improve its environment as well as its decision making processes (Kerzner, 2011), therefore, to improve the performance of an organization, measurement has been accepted over time as an important factor. There are numerous performance measurement models that being applied by organizations, and the balanced scorecard is one of them (Jääskeläinen & Sillanpää, 2013). Compared with other models the balanced scorecard has demonstrated a lot of success in the performance measurement system world. The notion of performance is grounded on the notion that an organization is the base of productive assets that include capital, human resource and physical resources that are deployed to achieve a common purpose (Giovannoni, & Maraghini, 2013). However, those deploying the assets will only do so if they are satisfied with value accruing to them, and as such the essence of performance is ultimately value creation. If performance is to be viewed in terms of value created then it is necessary to have a homogeneous concept of value, Cooper and Ezzamel (2013) concluded that performance is a construct that is problem driven, which allows value to be created on broad dimensions.

Performance measurement accounts for a large part of management control function in organizations, and it tends to be done in a systematic way for the whole
organization or temporarily for designated purpose (Ingalls, 2011), and it is natural for organizations to undertake performance measurement for their own distinctive reasons (Indjejikian and Matějka, 2012). Generally, organizations do undertake performance measurement for purposes of determining the needs of customers and to find out if the customers are able to fill their requests, making certain that decisions taken are made on the basis of facts and not emotions or assumptions.

Performance measurement is a concept that emanated from the private sector and the originators intended to see organizations, both in the private and public sectors run better, and its scope includes policy making in which it not only contributes to public accountability, but also allows organizations the opportunity to identify areas of organizational deficiencies (Jordan & Messner, 2012). It has been noted that the different measures of effectiveness and performance in organizations have been done so without or with little concern as to why the measures being used were, in the first place selected, as it were, generalization of the results of such measures need to take into consideration limitations as well (Melnyk, Bititci, Platts, Tobias & Andersen, 2013).

1.1.1 The Balanced Score Card

The aim of the balanced scorecard was to fill the gap associated with shortfalls of the long held performance measurement tools that are financial in nature. The underlying concept of the balanced score card is that if you cannot measure it then you cannot understand it (Kaplan, 2010), when organizations use the balanced scorecard to measure performance, the performance metrics that are focused on include financial, customer, internal process as well as learning and growth metrics. The core objective
of the balanced scorecard includes measurement and integration of intangible assets into a firm’s performance measurement.

The balanced scorecard also measures customer perception of an organization, it is through sales that profit oriented organizations generate revenue, as such the customer's perception of the organization is critical in the generation of revenue (Kaplan & Norton, 1992). Therefore, in taking cognizance of customer’s perception, the key elements that the balanced scorecard is want to measure include performance, time, quality and cost, the balanced scorecard also measures the internal processes that enhance s customer’s satisfaction including innovation and learning wherewithal that may improve the skills of employees and internal processes of the organization (Van Veen-Dirks, 2010).

1.1.2 Concept of Performance

The concept of performance has elicited various perspectives to its nature, and, on the most part, one can differentiate three types of performance, in which one refers to individual differences perspective that includes general mental ability and personality as the source of performance variation, secondly, performance can be viewed as a situational perspective in which situational conditions facilitates performance or impedes performance, lastly, performance can be described in terms of regulation perspective in which the emphasis is on performance process (Rigby & Bilodeau, 2013). These perspectives of performance are considered mutually exclusive, but complete each other.

Striteska and Spickova (2012) view performance as a multi-dimensional concept differentiates between contextual and task performance, where the basic assumptions
linked with both task and contextual performance are that activities pertinent for task performance vary between contextual and jobs performance activities are fairly the same transverse jobs; task performance is seen as associated to ability while contextual performance is interrelated to motivation and disposition; and that task performance is deliberated to be more prescribed and organizes behavior of individuals in roles that they play while contextual performance tends to be more flexible (Yusra, Noor & Sorooshian, 2015).

1.1.3 Performance Measurement

Performance measurement is considered in terms of efficiency and effectiveness, and in terms of qualitative aspects such as quality of life and intangible viewpoint that does not necessarily have mechanistic nature (Parmenter, 2010). The notion of measurement and the process of measurement has theoretical origin from the social and natural sciences, and cover both impartial natural sciences and measurement processes and subjective social science measures. Literature on the contextual of performance measurement contain deliberations of validity of measures and use of interval, nominal, ordinal and ratio scales. The range of performance measures has also broadened over the years, and become more specialized and diverse (Pavlov & Bourne, 2011).

Neely, Gregory and Platt (1995) well-defined performance measurement as the set of metrics used to measure both the productivity and efficiency of actions in which success is viewed as the level at which customer necessities are met and efficiency viewed as the degree of how economically the organizational resources are exploited when it gives a certain level of customer satisfaction. The performance measurement can as well be defined by Simons (2000) as an information system that managers use
to project implementation of strategy and equates actual results with objectives and strategic goals of the organization.

1.1.4 Kajiado County

Kajiado County is situated in the south of the country, and the county in fact boarders Nakuru and Kiambu Region toward the north, Nairobi toward the north east, Narok County toward the west, Taita Taveta County toward the south east, Machakos and Makuени County toward the north east and east also, and the Republic of Tanzania to the south (Nkedianye and Ntiati, 2013).

Kajiado County is divided into five administrative sub-units that include Sub-Counties named Kajiado North, Isinya, Kajiado Central, Loitokitok and Mashuuru, with a total of 17 administrative divisions. The constituencies in the county include Kajiado Central, Kajiado East, Kajiado West, Kajiado North and Kajiado South. The numbers of wards in the county are 25, and based on the population projections, the county currently has 807,069 people of which 401,784 are female and 405,285 are male, and with a population density of 1,369 persons per square kilometers. The size of Kajiado County is 21,900 square kilometers of which 15% is arable land. The economic activities in the region revolves around livestock (Nkedianye & Ntiati, 2013).

Kajiado County strategic plan indicates the development agenda for the county for the period 2013 to 2017 and is supposed to deliver appropriate services to build a better place for the people of the area, and consolidates strategies of different sectors, and includes partnership with other stakeholders (Nkedianye & Ntiati, 2013).
1.2 Research Problem

Available literature shows the importance of performance measurement at individual and organizational level (Melnyk, Bititci, Platts, Tobias & Andersen, 2013), however the literature available in both are at most fragmented and very much in the development phase and as a result are plagued with lack of clarity concerning most of the concepts in use. Furthermore, the key emerging issue in the performance literature is the need to develop a fuller understanding of factors that influence performance measurement (Aude, Gary & HervéLeleu., 2014).

Although performance measurement has been researched over the years, most of the studies have been undertaken in the private sector and not in the public sector especially in the County Government system in Kenya. And for the few studies that have investigated performance measurement in Kenya, they have tended to focus on the big organizations and for that matter none of them have investigated the use of performance score card measures in their studies. Therefore, a lot of useful information can be derived by understanding the application of the balance score card in the County Government system. Given the large amount of devolved activities and funds that now go to the counties, it is imperative that their performance measurement practices be investigated. This study will therefore fill the gap in previous literature by examining application of the balanced score card in performance measurement in the case of Kajiado County Government.
1.3 Research Objective

The research objective was to examine application of the balanced score card in performance measurement by Kajiado County Government.

1.4 Value of the study

Kajiado county government officials, ministry of devolution policy makers as well as other county government officials within the country will gain a broader understanding of the population they serve.

Policy makers will benefit from the study findings, as recommendations made as a result of the study will present an empirical viewpoint on which the County Government can improve delivery of services to the people.

Scholars will also benefit from this study as it will add to the body of knowledge concerning application of the balanced scorecard in the public sector as it relates to measurement of performance both at the individual and organizational level. Future researchers in the field of performance measurement will find the study findings useful as a source of reference material.
2.1 Introduction

In this section, themes related to the writing under study are documented. The chapter contains the theoretical foundation of the study, determinants of performance and other related topics.

2.2 Theoretical Foundation

This study was anchored on the balanced score card theory, the resource based view and the stakeholder theory.

2.2.1 The Stakeholder Theory

Post, Preston and Sachs (2002) propose that a stakeholder is a person, organizations or group who affect or are affected by the activities of an institution, its goals and policies. Philips et al (2003) note that businesses that industriously seek to serve the interest of an expansive group of stakeholders will create more significance overtime. It is about creating as much value as possible for stakeholders without resorting to tradeoffs or compromises. The shareholders in an organization are the substances and bodies electorate that guarantee either willfully or automatically to its riches creating limit and exercises and are in this manner the potential recipients or hazard bearers.

In relation to firm performance, the stakeholder theory is of relevance because marketing has traditionally emphasized on customer satisfaction whereas stakeholder theory compels managers to define their stakeholders to include the firm’s employees, Shareholders, the general public, government agencies, suppliers and neighbors.
among others. The firm carrying out performance evaluation must identify and map internal and external stakeholders and pool as much information about them as possible. Internally, it is necessary for the management to identify those charged with the responsibility of performance evaluation.

**2.2.3 Resource Based View Theory**

This theory pools notions from strategic management and organizational economics (Barney, 1991). In this theory, the competitive advantage and greater performance of an organization is elucidated by the uniqueness of its competences (Scholes & Whittington, 2008). However, the resource-based argument is that these foundations are gradually manageable and easy to replicate (Jackson & Schuler, 1995). Being placed against this observation, the RBV unequivocally roots for the internal foundations of unrelenting competitive advantage and aims to explicate why firms in the same industry might vary in performance (Peteraf & Barney, 2003).

RBV protagonists contend that concurrently prized and non-substitutable assets can be a source of higher performance and may empower the firm to attain sustained competitive advantage. The RBV of the firm is consequently an appropriate tactic to understand the competitive undercurrents whereby assets are tangible and intangible resources interconnected to the firm. Though, having resources only is not adequate; for that reason, RBV theory supplements a category of competencies which effect from multifaceted arrangements of harmonization and interfaces amongst resources (Wong & Karia, 2010). RBV upholds that competences and resources are habitually synergistic in nature and can be more prized when combined. RBV doctrines advocate that resources and competences, for instance resources need to be treasured,
intermittent, inimitable and administratively utilizable, for instance a corporation has complementary resources to leverage and exploit capabilities to initiate sustainable competitive advantage (Paulraj, 2011). The study adopted this theory since it designates and expounds how that firm’s non-imitable resources are subjugated which permits a firm to generate long-lasting competitive capabilities through strategic plan which effects to enhanced performance in a company.

2.3 Determinants of organizational performance

External natural conditions and industry game plan are attempted to shape the association's execution. Wernerfelt (1984), however highlights an asset construct heap of abilities perspective with respect to hierarchical execution have advanced to depict the company's development and vital development changes. The asset based perspective of the firm recommends that the association's inner physiognomies, especially the social examples of information and capital, human and resource aggregation, have significant effect on the company's ability to show new items and contend inside unique commercial centers. Moreover, these same elements characterize firm heterogeneity through key responsibility and their understanding base.

Subsequently, how a firm deliberately clusters resource appropriation in sustenance of its outstanding near favorable position is important in deciding its prospect techniques. Along these lines, an association's upper hand is coming about because of its novel information (Spender, 1993). A study by Hansen and Wernerfelt (1989) recommends that authoritative components influence firm execution to a more noteworthy degree than monetary impacts. Given the multidimensionality concern of
the organizational performance it is very hard to choose how to enumerate the organizational performance (Florian, 2013).

2.3.1 Organizational alignment and culture

Configuration and contingency theories have set up the nearness of a relationship between authoritative arrangement and execution. Mill operator and Friesen (1984) account that prosperous firms in vague situations upheld more separated structures than unsuccessful firms, and they utilized modern joining instruments that were appropriate to this more prominent level of separation, while prosperous firms in less uncertain situations embraced lesser separation and utilized less urbane coordination components. Mill operator and Friesen (1984) hypothesize that inward qualities of the association, regarding arrangement and structure, can be tried for decency of fit with the various ecological factors and the manners of individuals and unit execution creates as a component of this fit (Givern, 1997).

The authoritative elements of setup and culture communicate to deliver a dynamically coordinated arrangement. Hierarchical introduction speaks to the various components of procedure, reasoning and structure which turn out to be immovably homogeneous and connected after some time, where the framework begins to adjust and fit to one focal topic (Miller, 1990).

2.3.2 Organizational capabilities and learning

Teece (1984) posit that a firm wishes to test its abilities to its ever-fluctuating surroundings on the off chance that it is to achieve its unrivaled execution. In view of this understanding, it could be contended that if organizations working in the market could disentangle the earth and point of confinement more beneficial fragments, then they would endeavor to audit their blend of assets (capabilities) keeping in mind the
end goal to change technique, along these lines moving in key space and enhancing execution.

Bartlett and Ghoshal (1981), take note of that the shaky key prerequisite is not to figure the most sharp and very much orchestrated arrangement, however to assemble the most achievable key improvement. This accentuates the component that the vital authoritative errand is not to outline the rich structure but rather to catch singular capacities and move the whole business to answer co-operatively to a mind boggling and lively air.

The organization should distress itself whether such a capability is the right one accepted alternate players in the field and their proficiencies. Likewise, an investigation of various concerns additionally unfastens the way to thoughts about hierarchical structure: Are we set up suitably to pass on what we are great at? Do we have the exact individuals, appropriation directs and data frameworks set up, or would we be able to get them there inside a sensible measure of period and inside an exact spending plan? In the end, the verbal confrontation of what a business is best at gets to the brain of who its principle customer bases ought to be keeping in mind the end goal to allow it to expand an economical upper hand (Whitney, 1996).

Day (1994) underpins an incorporated point of view conjoining the top-down approach, which stipulates showcases as far as asset exchange abilities and vital proficiencies and the bottom-up approach, which highlights client advertise necessities.
2.3.3 Industry structure and strategic groups

One extremely significant execution variable is trade enrollment. It is a similar element to firm-specific execution having been recognized by Wernerfelt and Montgomery (1988) and Rumelt (1991). A study by Powell (1996) underwrites these prior results and offers extra bolster that industry enrollment elucidates about 20 for every penny of firm execution. Abell (1980) additionally subsequent meet-ups that it is vital to pinpoint not just those adversaries who mirror your specific strategy to the commercial center, additionally all the others that interconnect in a market yet approach the market from a differing perspective. Contender examination is in this manner intellectualized as the investigation of asset similitude and market amicability.

In any case, Csaszar (2012) progresses an unequivocal point that most strategic-group scholars don't claim to find out contenders, this strategy is however consistently sober minded to member examination, with testing comes about. A few studies have rely on upon on the rule that when a business chooses to enter an exact vital accumulation, it picks the individuals from that gathering as its hopefuls (Kotler and Armstrong, 2000). It is not abnormal for firms going to totally unique markets yet having associated key stances to be collected and unexpected by experts as immediate contenders.

This heedlessness to the commercial center is doomed in light of a lively, yet generally ignored, point in antiquated strategic-group writing: Firms inside a gathering seem as though each other fastidiously and distinguish their regular reliance all the more insightfully. Two organizations would unhesitatingly recognize their relationship most fastidiously in the event that they challenged in similar arrangements of commercial centers. With the end goal of contender examination, the
consideration of shared market seizures in an extremely fundamental manner the joint association of two firms.

Favoring the resource-based perspective of the firm, Collis (1991) battles that since the direction of assets every takes is distinctive, every organization would approach contenders and rivalry contrarily, even among organizations in a similar outer prospect set. Watchman (1985) keeps up that the noticeable quality of passage boundaries be dependent upon the specific methodology grasped by the firm. Porac and Thomas (1990), spending ordered mental models, illuminate that there are abberations in the ways organizations characterize their candidates. Schmalensee (2001) shows that dissimilarities between ventures as measured by typical industry return on resources understanding for all intents and purposes all the explained fluctuation in business component execution.

2.3.4 Organizational resources

Harmonizing organizational assets are a piece of an association's entire asset and skill base, and in this way the focused hints of these capitals could be assessed utilizing the inquiries of essentialness, peculiarity and imitability. It might be significant to make some fundamental inconsistencies among the sorts of authoritative properties that can create supernormal returns. To supplement its inner center, resource-based hypothesis longings to outline the fringe situations in which different sorts of assets would be generally innovative. A similar way possibility hypothesis tries to relate structures and methodologies to the circumstances in which they are most appropriate (Kloot and Martin, 2000), so too resource-based hypothesis must think about the circumstances inside which different sorts of assets will have the best effect on execution (Amit and Schoemaker, 1993).
Barney (1991), recommends that assets could be assembled into human, capital and physical classifications. Concede (1991) proposed an expansion of these reputational, innovative and budgetary assets. Albeit extremely helpful, these orders bear little relationship to Barney's (1991) preparatory criteria of utility, to be specific, esteem, uniqueness, trouble of impersonation and inaccessibility of substitutes, and this may impede their ability to estimate execution. It is a central rule of the resource-based hypothesis that a business can accomplish supernormal returns just when different firms can't mimic its asset generally these assets would be less uncommon or acknowledged and substitutability would get to be unseemly.

There appear to be two on a very basic level diverse wellsprings of non-imitability. A few properties can't be duplicated on the grounds that they are secured by property rights, for instance by deeds, licenses or contracts or of possession while others are ensured by learning obstructions, by the way that contenders don't know how to copy a company's practices or mastery (Amit and Schoemaker, 1993; Lippman and Rumelt, 1982).

Resource divergence or heterogeneity would assume an unsafe part in respect to a contender's capacity to contend, while asset resemblance would have precisely the inverse impact. The authoritative assets important to contend, as far as both assorted qualities and amount, have been discovered critical in the expectation of aggressive response. In the event that the reaction requires significant asset responsibility and major authoritative revision, opponents are more averse to counter and will react all the more continuously (Chen and Miller, 1994).
2.3.5 Leadership and vision

As per Hamel and Prahalad (1989) organizations advancing to places of worldwide initiative perpetually started with objectives that were not relative to their inside assets or abilities. Authoritative commitment to a convincing long-range shared vision (expectation) was the basic achievement in creating the interior accord and force required for advancement and change. Making such authoritative plan to accomplish a future state seems to require solid good initiative (Bennis and Nanus, 1985) and an enabling social process that achieves profound into the administration (Senge, 1990). The characteristic difficulties of producing such an accord of reason makes the mutual hierarchical vision an uncommon asset, and couple of associations have possessed the capacity to set up or keep up a generally shared or persisting feeling of mission to accomplish that vision (Feigenbaum et al., 1996; Hamel and Prahalad, 1989).

An organization should ceaselessly surpass clients' desires and find the premise of its aggressive position by characterizing its place in industry. It must have a dream of present and future occasions, key vision, a feeling of what assets and capabilities will be required, information of what the association will look like and a dream of how to get where it needs to go. The social estimation of different market structures can't be evaluated with a static model of focused strengths in light of the fact that these are changing reliant components that effortlessly make mayhem. In this way, the reason for the firm is to seize focused open door by making or receiving developments that make adversaries' positions outdated. Vision and authority subsequently turn into the impetus that outfits this force of the commercial center with its prizes for hazard that drive transformative development of item, procedures and associations.
Beyond looking at itself, initiative should likewise explain an unmistakable and convincing shared vision. It ought to state where the association is going and why. Vision catches the value of work and permits people to distinguish their commitments towards achieving a perfect. Dwindles and Waterman (1994) perceive the significance of vision when they compose that, extraordinary pioneers motivate their devotees to large amounts of accomplishment by demonstrating to them how their function adds to beneficial finishes. It is a passionate speak to probably the most key needs, the should be vital, to have any kind of effect, to feel valuable and to be a piece of a fruitful and advantageous venture. Authority is additionally in charge of creating and acting as indicated by an arrangement of working qualities that determine the association's wanted culture, atmosphere and practices. The way toward making change and executing another belief system for the association is a basic stride in the change procedure. Another common vision replaces the old ways, the old standards, propensities, images, myths, customs, mentalities and suppositions.
CHAPTER THREE:  
RESEARCH METHODOLOGY

3.1 Introduction

This part envelops the research methodology that guided the study. It incorporates; the research design, population of study, data collection and data analysis.

3.2 Research Design

Research design is defined as the guide towards the accomplishment of the scientific objectives (Churchill & Emory, 2007). The choice of the design for a study is dependent on the objectives of the researcher, the resources at their disposal and the flexibility of the design among other considerations (Hall, 2002).

The researcher used a case study design for the current study. Case studies have been hailed as proper designs when the intention of the researcher is to obtain insightful information about the subject matter (Mugenda & Mugenda, 2009). This design makes it possible for the researcher to concentrate on extracting as much information as possible from a single unit instead of going for surveys in which the researcher examines many units and may therefore get the opportunity to get detailed information from each.

3.3 Data collection

Data was collected from senior managers within the unit of interest which is Kajiado County. Given that the study is at the level of strategy evaluation, it is important that only senior managers be involved since they were likely to be involved in both strategy implementation and evaluation (measurement of performance).
The researcher included only the Chief Finance Officer, Senior Revenue Accountant, Deputy Governor, Chief Administration Officer, Senior County Planning Officer and the Procurement Director. The persons identified as respondents are in line with the respondent identification criteria as set out by Churchill and Emory (2007). Data was collected using an interview guide that was be structured with the objective of the study in mind.

### 3.4 Data Analysis

Data was analyzed by use of content analysis. Content analysis is recommended when the researcher’s intention is to collate intended meaning from multiple respondents by establishing common arguments in their responses (Churchill & Emory, 2007). Each question was presented and analyzed individually taking into account the responses provided by the respondents. Probing questions were be used to clarify further any responses that are deemed insufficient or unclear.
CHAPTER FOUR
DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction
The research goal was to analyze use of the application of the balanced score card in performance measurement by Kajiado County Government, this chapter presents data analysis, results and discussions, and the issues addressed include general information, strategy at Kajiado County, Application of the balanced scorecard at Kajiado County, and challenges of application of the balanced scorecard.

4.2 General Information
The people that were identified for interviews included 13 officers, among them the Chief Finance Officer, Senior Revenue Accountant, Deputy Governor, Chief Administration Officer, Senior County Planning Officer and the Procurement Director, and of these, 12 out of the 13 were interviewed and that implied a response rate of 92%. The respondents were requested to show the number of years they had worked for Kajiado County and it was noted that 24% of the respondents had worked for Kajiado County between 1 and 5 years while 68% had worked between 5 to 10 years and 8% had worked for Kajiado County for over 10 years. Generally, the respondents can be said to be experienced employees, and have therefore adequate operations of Kajiado County.

4.3 Strategy at Kajiado County
The respondents were asked whether Kajiado County had a strategy, and all the respondents indicated that the county had a strategy, the respondents were further
asked if the strategy was communicated, and if so what were the roles of immediate supervisors of employees in strategy communication, and also the overall strategy of the county, it was noted that a number of brain storming sessions enabled the respondents to discuss the strategy, and furthermore strategy was communicated in Kajiado County through training including seminars and conferences, presentations, coaching and counseling, peer influence approaches, video shows, lectures and pamphlets, and as such it was considered the appropriate channel for enabling the employees to understand the short and long term objectives of Kajiado County.

The role of the supervisors in strategy communication was noted as that of coordinating the activities of various employees in relation to the county strategy. The respondents indicated that the county envisions a prosperous, comprehensively focused district, offering quality life, and the mission of Kajiado County was demonstrated as that of advancing evenhanded and feasible financial advancement through productive asset usage and comprehensive investment, the county also has multi-sectoral objectives that it sees as relevant in the achievement of its vision. The respondents also indicated that Kajiado County had adopted the balanced scorecard system prior to formulation of the strategy and as a way of tracking the key performance indicators in the strategy implementation process and evaluating achievement in implementation of the strategy.

4.4 Application of The Balanced Scorecard at Kajiado County

The respondents indicated that the measures of performance that Kajiado County had adopted were the balanced scorecard, which was essentially used as a tool for strategy implementation and performance management and tied up with overall strategic
management initiative. The balanced scorecard had also been adopted in strategy formulation and implementation of the strategy. The respondents indicated that strategy formulation was the framework from which the Kajiado County developed mission and objective that are relevant to the vision and values of the county, and that they were also aware of the role the balanced scorecard played in implementation of strategy.

In the implementation of strategy, the respondents stated that the balanced scorecard had been adopted in various departments, which had designed their specific objective in a way that created alignment with the overall Kajiado County objectives, and that they were applying measures of financial objectives such as creating economic value and targeting cost reduction and value for money spent; customer or stakeholders’ objectives in which superior service, customer satisfaction, social responsibility were important elements; learning and growth objectives in which improvement of employee satisfaction, training and development of staff, optimization of human capital, entrenchment of performance based culture and deploying an effective communication strategy were also the considered elements; and on the operational front, the measures that were considered included a focus on streamlining procedures and processes, and minimizing the turnaround time in service delivery as well as adherence to the statutory regulatory measures of which all the counties were subject to as well.

The respondents stated that the balanced scorecard they were building on included clarification of the vision, communication not only at the management level but also across different staff levels, developing departmental business unit scorecards, eliminating non-strategic investment, reviewing departmental business unit scorecards, establishing individual performance objectives, reviewing long term plans
and budgets and linking everyone’s performance to the balanced scorecard. The respondents also indicated that monthly and quarterly reviews and annual strategic reviews are also conducted. The respondents indicated that the benefits of the balanced scorecard included enhanced efficiency and effectiveness in Kajiado County and also enhanced customer satisfaction.

4.5 Challenges of Application of the Balanced Scorecard

The respondents identified a range of challenges that they faced in application of the balanced scorecard, and these included structural defects and organizational defects, in a sense the respondents also noted a less than perfect understanding of the balanced scorecard, executive support, training and educational, information technology support, personnel with the necessary skills. The respondents also mentioned challenges in objective setting, and indicated that the transition to the balanced scorecard had acceptance challenges that needed to be addressed. The respondents mentioned a concerted effort to improve teamwork among employees in support of the balanced scorecard system.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section presents the summary of the findings, the conclusions and recommendations, and overall the presentation reflects the objectives of the study, which was to examine application of the balanced scorecard in performance measurement by Kajiado County Government.

5.2 Summary of the Findings
The study objective was to examine the application of the balanced scorecard in performance measurement. The findings show that among Chief Finance Officer, Senior Revenue Accountant, Deputy Governor, Chief Administration Officer, Senior County Planning Officer and the Procurement Director who had been interviewed had worked for long periods for the Kajiado County Government and therefore had adequate experience and knowledge about the operations of the county, especially in regard to strategies that had been formulated and implemented, and so the balanced scorecard use was implemented in an environment that was less turbulent.

Strategy at Kajiado County was informed by the county’s mission, vision and objectives, which were communicated to staff through seminars and conferences, presentations, coaching and counseling, peer influence approaches, video shows, lectures and pamphlets. The supervisors were made responsible for coordinating the activities of various employees in relation to the county strategy. The mission of Kajiado County was that of promoting impartial and practical financial advancement
through productive asset use and comprehensive interest, the province likewise had multi-sectoral goals, and imagined a prosperous, all-inclusive focused area, offering quality life.

The balanced scorecard was essentially used as a tool for strategy implementation and performance management. Strategy formulation was the framework from which the Kajiado County developed its mission and objectives relevant to the achievement of its vision and values. The balanced scorecard had been adopted in various departments that were applying financial, customer, learning and growth, and operational measures. Departmental business unit scorecards had been developed and monthly and quarterly reviews as well as annual strategic reviews were being conducted. The benefits of the balanced scorecard included enhanced efficiency and effectiveness in Kajiado County and also enhanced customer satisfaction.

Challenges of Application of the Balanced Scorecard included structural and organizational defects; there were concerns about executive support, training and educational scope, information technology support, personnel with the necessary skills. Objective setting also had challenges and acceptance of change. Team work was suggested as one of the means of improvement in implementation of the balanced scorecard system.

5.3 Conclusion

The findings lead to the conclusion that the balanced scorecard has had a positive influence on the county government of Kajiado, and through the use of the balanced scorecard the financial and operational performance indicates tremendous
improvement since it was implemented. When the balance scorecard is aligned with strategy formulation and implementation achievement of plans are enhanced. These findings reflect balanced scorecard has envisaged by Kaplan and Norton (1990) in which financial measures and operational measures are necessary translators of the organizational objectives into envisioned outcomes. Furthermore, the balanced scorecard provided the Kajiado County Government with better method for solving strategic implementation problems, and more importantly it is necessary to have the proper communication mechanisms and to cascade the scorecard to lower level staff in a way that encourage organization wide acceptance.

5.4 Recommendations

The findings showed that the balanced scorecard improves understanding of strategy and aspects of its formulation and implementation, and as a multifaceted tool, commitment from the leadership is important, but subsequent to that the results of the findings may desire a broader study to get a more convergent and certain appreciation of the value of balanced scorecard in organizations like the Kajiado County Government. The method used in data collection and analysis may also have some challenges due to the extent of subjectivity, and probably a more objective methodology may provide a better acceptance level.
REFERENCES


APPENDIX

Appendix I: Interview Guide

SECTION A: Strategy at Kajiado County

1. Does Kajiado County have a strategy?
2. How is this strategy communicated?
3. What is the role of an employees’ immediate supervisor in strategy communication?
4. What is the overall Strategy of the county?

SECTION B: Application of the balanced scorecard at Kajiado county

1. What measures of performance do use in the county?
2. How has the balanced scorecard been adopted in:
   a) Strategy formulation
   b) Implementation of strategy
   c) Strategy evaluation and control
3. What balanced scorecard perspectives are implemented in the county?
4. How is the balanced scorecard explained downwards in your division?
5. How are the results of the performance indicators of the scorecard reviewed?
6. How is this communicated to the employees in the county?
7. How often is the county scorecard reviewed?
8. Are all employees in the county informed and involved?
9. What are the benefits of applying the balanced scorecard at Kajiado County?

SECTION C: Challenges of application of the balanced scorecard

1. What are the challenges faced in the application of the balanced scorecard in your division, in
a) Strategy formulation

b) Strategy implementation

c) Strategy evaluation and control

2. What recommendations would you give for improvement of the balanced scorecard at KEB