STRATEGIC MANAGEMENT PRACTICES ADOPTION AND SERVICE DELIVERY BY THE HEALTH DEPARTMENT OF NAIROBI CITY COUNTY, KENYA

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DECLARATION

I declare that this Research Project is my original work and has not been presented for

any award in any other academic institution.

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This project has been submitted for examination with my approval as the University
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Profound gratitude to my family. Thanks you and many blessings.

DEDICATION

To the living memory of the late Wanza Nzuva. Your diligence is unmatched.

To my mother Kakivi Nzuva, thank you for the values and believe in hard work.

To my Girls: Pauline, Aneesa and Keturah. Love Always

Lastly, any Arsenal fan out there. We keep fighting.

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ABBREVIATIONS AND ACRONYMS

AWP	Annual Work Plan
CDH	County Director of Health
CEC	County Executive Committee
CHMT	County Health Management Team
DHIS	District Health Information System
HRH	Human Resource for Health
KAIS	Kenya Aids Indicator Survey
KDHS	Kenya Demographic Health Survey
KNBS	Kenya National Bureau of Statistics
M&E	Monitoring and Evaluation
SCHMT	Sub County Health Management Team
SCMOH	Sub County Medical Officer of Health
SOPs	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
TWG	Technical Working Group

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ABSTRACT

Strategic management has been defined as set of managerial decisions and actions that influences the performance of an organization in the long term and it entails different aspects like scanning of environment, formulation of the organization's strategy, its implementation, its evaluation and control. It is concerned with the future of the organization and delivery of the organization's products, and central to understanding of strategic management process is strategic management practices, which is a means through which an organization accomplishes its objectives. The objective of this study was to determine strategic management practices adopted by the Health Department of Nairobi City County and their influence on service delivery. This study employed a case study design and it was carried out in Nairobi City County Health Department, with interview guide used to solicit data on the four elements of strategic management and their influence on service delivery. Senior managers in the Department who are involved in strategic management process in the department where the respondents. To complement data collected during the interviews, the researcher reviewed the strategic plan for the department and other secondary sources. Qualitative data analysis method was used to process collected data, where data from interviews was subjected to content analysis. The responses generated by respondents were recorded and categorized in accordance with the identified themes. The data obtained during interviews from secondary sources was also analyzed using content analysis. The study established that the Health Department of Nairobi City County adopts different strategic management practices which influenced service delivery. The study ascertained that the Department undertakes situation and problem analysis as part of environmental scanning practices. This was undertaken as one of the activities during the development of the current Strategic Plan, during which SWOT analysis was undertaken. This exercise revealed strengths, weaknesses, opportunities and threats in all the key areas. The study also revealed that each year, the Department undertakes analysis of health situation in the County and setting of priorities. In terms of strategy formulation, the study established that the Department has established strategic direction, with clear vision, mission and core values, which influences quality of services. In implementation of the strategy, the Department has well established organization structure, from policy level at County level, down to operational level in Sub Counties and health facilities. The study established that while the Department develops good plans, there are challenges in implementation which affect quality of services, with financial constraints noted as the main challenge. Strategy evaluation is undertaken through monitoring of the performance, with comparison to set targets, with resources being a major challenge in adoption of these practices. The study concludes that the Health Department of Nairobi City County has adopted different strategic management practices in pursuit of its mandate of attainment of the highest possible status of health for the people in the County and beyond, in a way which is responsive to their needs. Adoption of these strategic management practices has contributed to and affects performance of this public sector organization. The study makes the recommendations for the Department based on the findings. These are in improvement of capacity staff in adoption of strategic management practices, in resource mobilization, in partnership management and stakeholder involvement.

CHAPTER ONE

INTRODUCTION

This chapter discusses the background of the study, in particular an overview of strategic management, strategic management practices, service delivery, health sector in Kenya and Nairobi City. The chapter also discusses the study research problem and the research objective. The chapter concludes by discussing the value of the study.

1.1 Background of the Study

Strategic management has been defined as the set of managerial decisions and actions that influences the performance of an organization in the long term (Capon, 2008). It entails different aspects which include the scanning of environment, formulating of the organizations strategy, its implementation, its evaluation and control. Strategic management has evolved through the years as a concept and body of knowledge (Pearce & Robinson, 2002). It is concerned with the future of the organization. Central to understanding of strategic management process is strategy and strategic management practices, which is a means through which an organization accomplishes its objectives. Strategy as a concept ensures that key organization aims are achieved through appropriate delivery by the organization.

This study was guided by two theories and model related to strategic management. The theories are resource-based view and dynamic capabilities theory. The study was guided by model by Wheelen and Hunger (2012) who suggested that there are four phases which are involved in strategic management process. The first phase is undertaking analysis of the environment.

The second phase is establishment of organizational direction, followed by formulation of organizational strategy, its implementation, evaluating and control of the strategy. The Resource-Based View theory was coined to explain the idea that the strategy adopted by an organization is a function, and dependent on the unique resources which the organization holds. The principle in Resource-Based View theory is that organizations can create competitive advantage when the organization applies the resources it owns exclusively in development of distinctive capabilities. The organization can this competitive advantage if there are no substitute products or imitation by other competitive players in the industry. This theory explains the importance of organizations developing what the authors termed "dynamic capabilities", in order to survive in uncertain operating environment. Capabilities are the organization's ability to exploit the resources it has, and dynamic capabilities is when the organization constantly changes the capabilities and reconfigures them to make them more adaptive to the uncertain organizations environment (Wheelen & Hunger, 2012). Public organizations must be managed in a prudent way to be able to achieve high level of excellence in service delivery in order to meet and satisfy the increasing pressure put on it by its citizens. Meier (2003), notes that in recent decades, the public sector has shifted focus towards results orientation approach.

As a way of meeting the increasing demand for better services, the Kenyan government introduced measures to improve on effectiveness and efficiency of services. This was through introduction of the Results-Based Management (RBM) among other measures in 2004. This change in administration of government services led to introduction of programs and increase in demand for transparency and accountability from public sector organizations (MFDR, 2011).

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There are other changes in the country which have led to change in delivery of public sector services. The introduction of County governments, which came to existence in 2013 under devolution has contributed to the way services are delivered to citizens (The Constitution of Kenya, 2010). These changes, and efforts have led to the need to adopt strategic management as a tool to aid service delivery in public organizations.

1.1.1 Strategic Management Overview

The ever changing and complex business environment renders decision making sophisticated and complex, hence requiring strategic management (Arora, 2004). Various challenges exist for a modern day business executive: management of the internal activities of the business, and managing the organization which faces challenging factors in the firm's immediate external environment. Organizations operate within changing environment which exerts pressure on the organization.

To operate effectively, organizations different environments which include the economic environment, the political and legal environment, the socio-cultural environment, the physical environment, demographic environment, technological environment among others (Adeoye & Elegunde, 2012). Changes in these pose challenges to managers of organization due to their effect on the firm's ability to compete. External environment for organizations changes rapidly and managers of organizations must adapt to these changes, by developing strategies to respond appropriately to these changes so that they remain relevant, profitable and with competitive advantage. To deal effectively with all these, business managers must therefore scheme strategic management processes that can aid the organization to be optimally positioned in the competitive operating environment.

Managers who are effective understand the important and significant contribution of strategic management in the organization's performance. Strategic management process ensures that there is greater alignment between the organization and its operating environment. Other authors like (Leslie & Byars, 2005: Pearce II & Robinson, 2002) state that strategic management is continuous process, whose aim is to keep the organization as a whole matched appropriately to its environment.

Strategic management serves as a toll in the entire management process in the organization. It is described as the continuous process of ensuring that competitive and superior fit exists between the organization and its ever changing environment (Kreitner, 1992). It is also defined as the set of management decisions that shapes the performance of an organization in the long run, and it includes characteristics such as scanning of operating environment, formulating of strategy, implementing the strategy, its evaluation and control (Pearce & Robinson, 2007). The process of strategic management includes the steps by which organization leaders and managers convert organizations mission, goals and objectives to a workable strategy. According to Rani and Merga (2016), strategic management process is the full set of decision, commitments, and the actions that the firm needs to attain strategic competitiveness and earn above average returns.

Strategic processes allow managers to accurately anticipate changes in the environment. This can enable them to improve the organization in preparing for reaction to internal or competitive demands which are unexpected (Pearce & Robinson, 2002). Strategic management allows an organization to integrate and coordinate its functions and resources to be able to undertake implementation of strategies developed.

The implementation of strategic processes should be aligned to the operating environment to be able to attain the long term goals and aims of the organization and achieve sustainable competitive advantage. According to Wheelen and Hunger (2012), strategic management practice is considered as an important practice since its influence contributes to the success of the firm. Strategic management practices is what managers undertake to develop the strategies of the organization, and it is an ingredient of the four basic functions of managers, which are planning, controlling, leading and organizing.

1.1.2 Strategic Management Practices

In recent years, strategic management practices have continued to attract attention and recognition due to the ever changing organization's operating environment. Organizations adopt strategic management practices to in order to place themselves in a way where they can create new abilities and improve capacity to exploit and face new situations. Strategic management practices are significant for organizations since they are used by the organization to determine where an organization is, where the organization is going, and how it is going to get there and they have gained importance in recent years. The aim of strategic management in the organization is creation of position in the market, and developing capabilities to be able to produce success despite the forces the organization faces like problems internal to the organization, unforeseeable events and competition from rivals in the market (Ganguli, 1979). Mission, vision and core values are important tools in guiding the organization in understanding why it does what it does, what the organization is doing and what guides what it does. These tools must be included in the process of developing strategy of the organization.

To cope with the rapidly changing political and social environment, where citizens demand for their rights, public organizations must adopt strategic management practices. Strategic management practices adopted by the organization affect its performance, based on theoretical and empirical evidence. Ladwal *et al*. (2012) found in their study that adopting strategic management practices contributed to improvement in performance and credibility of organizations which had varied societal and political issues.

1.1.3 The Concept of Service Delivery

Adoption of strategic management practices provides an organization with actions to ensure the organization is functioning towards the objectives and purpose of the organization. These actions can enhance service delivery. Service delivery is defined as, "the act of providing a service to customers" (Cambridge University Press, 2017). A service is defined as a product, which is a core output produced by a firm. A service is an intangible product which involves a performance, a deed or an effort which cannot be physically possessed (Wirtz & Lovelock, 2016).

Quality is the degree by which a service is able to satisfy customers by consistently meeting their expectations, wants and needs (Wirtz & Lovelock, 2016). Quality service is constituted by different elements, and these elements vary according to the organization and the service the organization offers. To deliver on their mandate, public health organizations should ensure there is consistent and quality health services, which are responsive to the users. These services should also meet the established criteria of care: availability, accessibility, affordability, accommodation and acceptability (Penchansky & Thomas, 1981).

Availability is the aspect of the service obeying the demand and supply forces, to be able to meet the volume of needs of those consuming the service. Accessibility is the aspect of the service being at the right location, that it is proximal to consumers in relation to distance and time. Affordability refers to the financial aspects of the service, where the service has ability to be purchased and distributed. Acceptability refers to the perception of the consumer, that the service is acceptable to the attitude of the provider and the consumer regarding characteristics of the service. Accommodation is where the service is well organized to accept clients. (Penchansky & Thomas, 1981).

According to Joyce (2015), success of organizations depends on their ability to provide services that their customers want, and in the quality, quantity and price they want and where they want the product. Poor management has been cited as a contributor to poor service delivery in Kenya. The leadership and management affects the culture of the organization, which is a key ingredient in quality of services offered. Engagement of employees, which is the processes and procedures adopted by the organization contributes to level and quality of services (Ministry of Health Kenya, 2013).

1.1.4 Health Sector in Kenya

Kenya adopted a new constitution in 2010, which established a decentralized form of government with 47 Counties. The promulgation of the Constitution provided prime legal framework to ensure that public sector services, are devolved and offered in the 47 Counties, including comprehensive and accessible health care services (The Constitution of Kenya, 2010). County governments bear the responsibility of delivering services to the community. This dispensation, and new arrangement contributed to increased demand for services (The Constitution of Kenya, 2010).

The changes in public service and changes in form of government has led to calls for improvement in delivery of public services. It has also led to increased demand for access and utilization of quality health services in Counties. This has led to the need to improve the capacity and strengthen service delivery and institutional capacity of health systems, to meet the increasing demand and deliver quality and responsive health services (Ministry of Health Kenya, 2013).

In terms of healthcare service delivery, the Kenya healthcare system is divided into 3 systems. These include the commercial private sector, public sector and Faith Based Organizations, with the public sector being the largest with respect to number of health facilities. In terms of structure, healthcare service delivery in Kenya is made up of the national teaching hospital, County Referral Hospitals, County and Sub County referral hospitals, health centers, and dispensaries. Included in this are other players in private sector and non-governmental organizations (MOH Kenya, 2013).

1.1.5 Nairobi City County Health Department

Nairobi City County is one of the 47 Counties in Kenya, and it consists of 85 wards and 17 Sub Counties, covering an area of 695 square Kilometers. It has estimated population at 3,138,369, with 58% of the population estimated to be living in informal settlements. The County government assumed office in April 2013, with a vision to make Nairobi County "the city of choice for all to invest, work and live in" (Nairobi City County Department of Health, 2017). The health functions in the County are delivered by The Nairobi City County Health Department and they are organized in 3 levels of care, which are referral services, community health care and primary care.

The County Health Department draws its mandate from the Constitution of Kenya which requires public institutions, to be accountable in the delivery of their services to residents within Nairobi County (Nairobi City County, 2017). The Nairobi County health Department's core mandate is to ensure access to health, and ensure that citizens in the County achieve high standards of health, considering the unique needs of the City's population. The health department contributes to the social pillar in the strategic direction of the County and Vision 2030, which is the long term development strategy in Kenya, which aims to transform the County into a modern globally competitive middle income country providing the citizens with high quality of life. It aims to promote social equity in a clean and secure environment. Other departments in the social pillar are (Nairobi City County Department of Health, 2017).

Achieving quality health care for all people of Nairobi remains a challenge largely because of socio–economic, political and other factors that have resulted in an imbalance between the demand for and supply of health services. The Nairobi City County government has taken several steps to improve health care service delivery in the country. Based on records reviewed, the Department has embraced strategic management as a tool in delivery of services. Among the guiding tools are the Nairobi City County Health Policy (2015-2020), Nairobi City County Strategic Plan (2012-2025), the Kenya Health Sector Strategic and Investment Plan among other documents (Nairobi City County Department of Health, 2017). The aspirations of the department are in line with the mission of the County, which 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" (Nairobi City County, 2017).

The Department has the mandate of improving service delivery and provision of supportive function to health activities in the County. It is responsible for health policy, where it formulates, implements and evaluates health policies and plans, while performing financing functions, coordination function and implementation of research activities related to health in the County. The department also promotes undertakes promotive and preventive services, aimed at reducing incidences of preventable illnesses and mortality. The Department provides curative services, aimed at improving the health status of individuals and communities living in Nairobi City County.

1.2 Research Problem

Organizations in Private sector or Public sector use strategic management as tool for development and improvement of performance (Nartisa *et al*., 2012). There is growing adoption of strategic management in the Public Sector, contributed by introduction of public management reforms. The Kenyan Government introduced Result Based Management (RBM) in 2004 as part of public sector reforms to enhance efficiency and effectiveness in service delivery. Introduction of these reforms required government ministries, parastatals and departments to adopt strategic management practices as a means to achieve accelerated delivery of public services (MFDR, 2011).

The constitution of Kenya established the County Governments, which have a role in implementing the goals of devolution in operating environment characterized by balance of political interests and convoluted organizational arrangements. This contributes to challenges and management of the organizations being a complex endeavor (Constitution of Kenya, 2010). Strategic management in County Governments is vital, given the significant roles as outlined in the Constitution.

Studies have established that organizations that practice strategic management, be it private sector or public devise clear strategic direction of the organization, through development of vision and mission statements, scanning of environment, formulation of objectives and plans for execution of the strategy, implementation of the plans while undertaking monitoring and exercising strategic control. Several studies have been done on adoption of strategic management practices by public sector organizations and their influence on service delivery. Asoka (2012) undertook study on strategic management practices in City Council of Nairobi, which found out that the now defunct City Council of Nairobi employed strategic management in running the affairs of the Council. The study revealed the influence of involvement of employees as major stakeholders in development of the organization strategy, which enabled them understand the strategic direction of the organization, own the process and reduce resistance during implementation of the strategy adopted, leading to improved service delivery.

In similar study, Mangi (2009), explored the strategic management practices adopted by Municipal Councils in Ruiru, Thika and Mavoko, and challenges of adopting the strategic management practices in these. This study established that these decentralized structures of government had adopted strategic management practices in strategy formulation, with challenges in strategy implementation. Opano (2015), carried out a study whose aim was to determine the strategic planning and implementation practices at Kisii County Government. The study revealed that the County had adopted strategic management by undertaking strategy formulation and implementation and resource allocation for implementation of the strategy. The study identified financial constraints as the main challenge faced by the County during strategy implementation.

Anika (2016), undertook a similar study on strategic planning practices adopted by Migori County Government. The study found the need for effective management systems for performing the control function in organizations during implementation of strategy. In a study on effects of strategy implementation practices on performance of institutions involved in public health service delivery in Kisii County, Juma (2016) argued that technology was a facilitator in improving efficiency in health care settings during strategy implementation. Gichuhi (2015) studied the challenges of strategy implementation in Murang'a County in Kenya.

The studies and literature reviewed reveal some research gaps. Evidence from previous studies reviewed shows that role of strategic management in healthcare service delivery in public facilities is understudied. Previous studies undertaken on practice of strategic management in public sector in Kenya have recommended further research to bridge the knowledge gap. There is small amount of evidence on adoption of strategic management in County Governments as vehicles for pursuit of devolution goals as envisioned in the Kenya Constitution. Most of the studies reviewed paid attention on strategy formulation element of the strategic management process, with little evidence on the evaluation and control practices. In terms of methodology, the studies reviewed relied on data and information from the top managers of the Counties, leaving out with lower level managers, where most of the implementation of strategy is undertaken in County government set up in Kenya. It is evident that there are no studies undertaken on adoption of strategic management in health sector of Nairobi City County. It is therefore, for this reason, and the above mentioned study gaps that this study is seeking to answer the research problem; which strategic management practices does Nairobi City County Health Department adopt?

1.3 Research Objective

The objectives of this study were:

1. To determine strategic management practices adopted by the Health Department of Nairobi City County.

2. To establish the influence of adoption of strategic management practices on service delivery by the Health Department of Nairobi City County.

1.4 Value of the Study

The study adds value to all public sector organizations in Kenya since strategic management has been adopted as a tool for improving service delivery. The research findings should contribute in addition of knowledge in the field of strategic management, and how it can be utilized or applied Public sector organizations in Kenya, especially in devolved system of government. The study was also imperative in that it showed the depth and brought out lessons learned in implementing strategic management in public health organization in a devolved system of government.

The study can benefit Nairobi City County Government through the establishment of effective ways of adopting strategic management processes in the Health Department and other Departments of the County Government. To policy makers in both national and devolved government, this study may help in improving in making of policies that would guide in delivery of health services. This research is of paramount importance to policy makers in the Ministry of Health at National level, since it serves as feedback on issues of health service access through the quality indicators of accessibility, availability, affordability and accommodation. It also contributes in guiding health facilities in their annual work planning activities.

To strategic management Practitioners and Managers in Health sector in Nairobi City County, the findings of the study can hopefully be a resource in assessing performance of the Department, and relevance of strategic management in delivery of healthcare services in Nairobi County. Since the study targeted a public entity, the results of the study can benefit residents of Nairobi, and other stakeholders who benefit from services delivered by the organizations, in advocating for better services and improvement of quality of services. To academicians and strategic management scholars, the findings of this study are helpful in their utilization as basis for conducting further research. Scholars and researchers can utilize this research as a basis for engagement and discussions on strategic management in devolved structures of governance and other similar settings. In terms of theory in strategic management, data and information from this study can also help in development of sustainable and effective model for adoption of strategic management in devolved structure of governance. The study contributed in widening knowledge in strategic management theories and strategic management in public health sector.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents data and information related to the purpose of the study, from available theoretical and empirical literature on the subject. The specific areas covered in this chapter are the theoretical foundation of the study, the concept of strategic management process, strategic management practices, strategic management practices and service delivery, and summary of knowledge gaps in literature reviewed. The chapter aims to discuss the applicability of strategic management in public organizations and their impact in service delivery.

2.2 Theoretical Foundation

There are different theories on strategic management with respect to its adoption and use by Public organizations. This study reviews two theories; resource-based view and dynamic capabilities theory. The basic elements of the strategic management process and their influence on service delivery informs the review.

2.2.1 Dynamic Capabilities Theory

The theory of dynamic capability theory, as proposed by Teece, Pisano, and Shuen, (1997) argues the sources for an organization to attain and sustain its competitive advantage in a rapidly changing environment. The theory explains the concept of capabilities, which are the organization's ability to exploit the resources it has. Dynamic capabilities is when the organization constantly changes these capabilities and reconfigures them to make them more adaptive (Wheelen & Hunger, 1984).

The adaptation of the capabilities is undertaken to address the uncertain organization's operating environment. The capabilities are what makes the organization different from other organizations and they include procedures and processes that enhance the core competencies of the organization. Teece *et al*. (1997), noted that the capabilities are dynamic, since the organization must keep on building them, adjust and reconfigure the organization's external and internal capabilities to achieve alignment with the rapidly changing organizations environment.

Changes in organization's operating environment has seen increase in competition, both locally, regionally and internationally. The intense and violent competition requires businesses, including public sector organizations and entities to align internal assets and other resources and abilities to adapt in harsh operating environment, which ultimately contributes to the organization attaining and sustaining competitive advantage. The modern Public sector manager, just like in Private sector, finds herself in increasing demand placed on the organization from the outside, and decreasing internal flexibility of the organization to react and favorably respond, hence the need to for application of this theory (Freeman (1984).

2.2.2 Resource-Based View Theory

The resource-based view (RBV) is considered as among the most widely accepted theories of strategic management (Newbert, 2007). This theory has become an influential theory in strategic management. Penrose (1959) stated that an organization's competitive advantage lies mainly in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. According to this theory, resources are what the organization requires and in its transformation process to produce its products.

The capabilities and inputs can generally be categorized into three classes as organizational capital, physical capital and human capital (Crook *et al*, 2008). In this theory, a capability is the ability for a set of resources to undertake a task of activity. Each business entity or an organization is a collection of unique and valuable capabilities and resources which are the basis by which the organization develops strategy. In a business environment where there is increased competition, an organization is seen as a collection of evolving competencies that are managed in a dynamic way to achieve above-average returns.

2.3 Strategy and Strategic Management

Managers in both private and public organizations face different management challenges. Many factors are contributing to this, like the emergence of multitude of government regulations, increased awareness on human rights and emergence of corporate critics. Other factors contributing to this are increased media scrutiny and attacks, and more importantly, significant competition resulting from globalization and other forces.

Various definitions of strategic management exist. According to Wheelen and Hunger (2012), strategic management encompasses formulation of strategy, implementation of the strategy, strategy monitoring, evaluation and control. Regan and Ghobadian (2002) defines it as the art and science of formulating, implementing and evaluating of cross functional decisions that assist the organization to realize its objectives. Strategic management concerns itself with actions and decisions that ultimately determine the performance of the organization in the long run. There are prerequisites in adoption of strategic management process.

To ensure success of strategic management process, Stahl and Grigsby (1992) opines that it requires individuals who are competent. To ensure effectiveness of strategic management in an organization, people at all levels of the organization should actively participate, through situation analysis of the environment for important data and information, through suggestion of the type of changes to effect to programs and strategies undertaken in order to benefit from the changes in the organizations environment, and in close collaboration with all for continuous quality improvement of the procedures of the organization, its work methods and the techniques for evaluation (Wheelen & Hunger, 1984).

Central to strategic management process is strategy. The word strategy has diverse and varied definitions, with different authors and scholars on the subject offering its own definition. "Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations" (Capon, 2008). The cross cutting thing in nearly all strategy is the understanding and awareness of the firms eternal environment and the availability of resources to enable the organization compete in the external environment. Strategy aims at providing the organization with direction, though development of a plan which the organization follows, while combining the plan with opportunities (Capon, 2008).

According to Mintzberg (1994), strategy is a plan. As a plan, it is concerned with thinking about the future, controlling aspects of the future, making decisions and integrating the decisions in a cohesive manner in a formalized process. Strategy is employed as a tool in fulfillment of organization stakeholder's expectations and needs.

Shareholders in strategic management are any individual or group of individuals with ability to be affected as the organization pursues its goal and purpose (Freeman, 1984). In the organization, strategy serves different purposes among them ensuring alignment of the firm with the environment. Many acts of individuals and a considerable proportion of those of public organizations may be regarded as responses to conditions of the environment, involving no process of decision (Barnard, 1958).

2.4 Strategic Management Practices

Strategic management practices aims at establishment of the long term direction of the organization, establishing specific performance objectives, development of strategies to enable achievement of objectives while being mindful of the external and internal factors influencing the organization, and undertaking to implement the plan developed (Strickland, 1996). Hunger and Wheelen (2003) explain that strategic management constitutes strategy construction, strategy execution, and assessment and control. In public organizations, strategic management process includes ecological perusing, policy preparation, policy application, assessment and control.

According to Pearce and Robinson (2007), six steps are involved in strategic management process. These include formulating of organization mission and vision, undertaking situation analysis, determining the strategic objectives to be pursued, undertaking strategic analysis and choice, implementing of the strategy and lastly undertaking evaluation and control. Other strategic management authors and scholars classify strategic management process into different categories. Wheelen and Hunger, (2012) classifies them into four elements, which are scanning of the environment, formulating strategy, strategy implementation, strategy evaluation and control.

Environmental scanning is the process of collection, analysis and dissemination of data and information to key stakeholders in the organization concerning the organization. This data and information is sourced from internal and external environment of the organization. The aim of this process is identification of strategic factors in the organization that can determine the future of the organization. (Wheelen & Hunger, 2012).

Strategy formulation is developing long-term plans to enable the organization cope with the forces facing the organization both internally and externally, in relation to information from environmental scanning. This process entails definition of the organization mission, specification of the organization objectives, development of strategies and setting of policy guidelines. Strategy implementation is the third element in strategic management process. It is a process through which the strategies and policies developed during strategy formulation stage are put into action, by developing programs, budgets and procedures.

Strategy implementation is a job undertaken by entire management team in the organization which makes day-to-day decisions, while involving every unit of the organization (Awino, 2016). Strategy implementation is a collective endeavor and action where key stakeholders in the organization must be involved. Strategy evaluation and control is the last major step in the process. Activities undertaken in this step of the strategic management process are appraisal of the external and internal factors influencing present strategies, measurement of performance of organization activities while comparing with desired standards and taking of corrective, remedial actions and resolving of problems (Hitt & Hoskisson, 2012).

2.5 Strategic Management Practices and Service Delivery

Managers in public organizations are facing the challenge of being increasingly asked to provide more services, with less inputs. Since the initiation of reforms in public service in Kenya, government ministries and departments have been under pressure to improve service delivery. public officer sector organization are required to provide citizen focused services which are efficient, have regard for human rights, accountable, integrity and promoting sustainable development. These principles require transformation through building and implementation of service delivery systems that ensure global competitiveness, dignity in delivery of services and efficiency (Government of the Republic of Kenya, 2013).

There is varied literature that supports use of strategic management practices in improvement of service delivery. Flynn (2007) defined public service delivery as a service offered by local governments, the civil service and other statutory agencies created by government. The study fund positive relationship between level of application of strategic management practices and quality of services. Lufonyo (2013) investigated the influence of management and public sector reforms on service delivery in Tanzania. The study concluded that strategic management practices and reforms had great extent and influence on service delivery. The study found that management practices and reforms had positive results, despite the challenges, with the study concluding that strategic management practices are necessary for improved service delivery. According to the study, strengthening of service delivery and achievement of quality standards in service delivery process can be achieved by embracing a strategic management model for public sector taking into account the complexity and uncertainty of the environment which characterize public sector organizations.

Auka (2016) studied the influence of strategic management practices on the performance of public secondary schools, focusing on the elements of environmental analysis, strategy formulation, strategy implementation, evaluation and control. The study found that the practices had a significant influence on the strategic performance of the public institutions. It is clear from review of past studies that few studies have attempted to study strategic management practices and their influence on health service delivery. In Kenyan context, there are few studies that have focused on the issue, in light of the changes in the country like the reforms in public sector and the promulgation of new constitutions which places delivery of quality services by the government to the citizens at the core.

2.6 Strategic Management Practices in Public Sector Organizations

Strategic management practices as a tool for improving performance in public organizations in devolved and local governments has grown in importance in recent years, and it has become a subject of interest. Numerous studies have been developed to explore the concept of strategic management and practice in Public organizations to answer the central question in strategic management, which is how to create and sustain competitive advantage and improve service delivery. Globally, Joyce (2015) notes that strategic management has become important and widely accepted tool for modernization of policy making and modernization of government by public sector organizations and governments all around the world. It is essential for better performance and better outcomes for public service. Stakeholders like politicials and Civil Servants involved in public management need to understand them and have knowledge on their involvement in decision making process to ensure success in the implementation of the decisions.

Strategic management should be seen a process governments can use for national development (Joyce, 2015). Stoney (2001) notes that strategic management has become influential tool and it has been applied in public sector. In their analysis of factors associated with adoption of strategic management practices in local authorities and governments, Zaei *et al* (2013) agreed that strategic management was utilized in increasing performance of the organization's administration and operations. Efficient structure and cultivation of positive culture were identified as practices key during strategic management process, as they were attributed as enabling factors in transformation of the public sector to be more responsive and innovative.

Regionally, Emerole and Edeoga (2016) studied the adoption of strategic management practices in a devolved system of governance in Nigeria, and factors that constraint adoption of strategic management. This study focused on the main facilitators of strategy implementation, with the findings pointing on various facilitators of strategy execution. Kakooza *et al*. (2015) investigating application of strategic management in delivery of health services in public institutions in Uganda investigated impact of structure, process, communication and management style to improve performance. In Kenya, researchers have undertaken studies on adoption of strategic management practices and their influence on performance. Asoka (2012) and Mangi (2009) studied strategic management practices in 4 local authorities, whose findings indicated improved service delivery. Opano (2015) researched on strategic planning and implementation practices at Kisii County Government. The study revealed the need for resources in implementation of strategy, which is in agreement with similar study undertaken by Anika (2016). Juma (2016) conducted study on strategy implementation at Kisii County, targeting Public Health institutions in Kisii County.

2.7 Summary of Knowledge Gap

Table 2. 1 Summary of Knowledge Gaps

Study	Focus	Methodology	Findings of the Study	Knowledge Gaps	Focus of this Study
Asoka (2012)	Strategic management practices in the City Council of Nairobi	Focused on senior managers in the organization when gathering data, without involvement of lower level managers.	Strategic management practices are enablers in delivery of services.	Evidence on adoption of strategic management practices in lower levels of the organization, and their influence. Evidence on the role of the public Influence of adoption of strategic management practices on service delivery	The study showed the level of adoption of strategic management by lower level managers, and their influence on service delivery. Inclusion of both senior and lower level managers in the study. The study related the influence of adoption of different strategic management practices on service delivery.

Gichuhi (2015)	Challenges of strategy implementation in County Government	The study is based on analysis of strategy implementation in devolved system of government.	Strategy formulation and development of strategic plans to guide the Government.	Evidence on role of citizens and their representation in adoption of strategic management process.	Looks into contributions of citizens and their representation. Focusses on strategy control in adoption of strategic management.
Mangi (2009)	Strategic management practices adopted by local authorities.	The study is based on 4 local authorities as case studies.	Strategic management practices are adopted in the organizations, with many constraints, with involvement of managers.	Relevance and utilization of strategic management practices in the current constitutional dispensation.	Adoption of strategic management under devolution, the current constitutional dispensation.
Juma (2016)	Effects of strategic management practices on performance of health institutions	Descriptive study covering 340 respondents	Enablers of strategy implementation like technology.	Knowledge on level of adoption of strategic management practices in all elements of strategic management.	Focuses on the 4 elements of strategic management as applies in healthcare delivery settings.

Source: Researcher, (2017)

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlights procedures and methods that were used during the study for collection of data, and description of how the data was managed. The aim of the chapter is demonstration of the procedures that led to particular conclusion. The chapter details the research design utilized, data collection methods, data analysis and presentation methods. This was undertaken in relation to the study objective which was to determine strategic management practices adopted by Nairobi City County Health Department and their influence on service delivery.

3.2 Research Design

Saunders *et al* (2007) defines research design as the general plan through which the researcher goes about answering the research question. The research design contains clear objectives, sources of data to be collected, the constraints of the study and ethical issues. This study employed a Case study design, aimed at determining the strategic management practices of Nairobi City County Health Department and how their adoption influence delivery of services. A Case study design, according to Gerring (2004), involves detailed and intensive study of single unit. The design of case studies permits for utilization of mixed methods for validation of evidence on functioning of a system. According to Yin (2014), case studies draws evidence from varied sources which include verbal reports, archival records, interviews, review of documents, observations, or combination of these sources.

The Case study design was considered appropriate because of the nature of the study, where detailed investigation of the organization was required, the period of time during with data was to be collected and analyzed, the purpose of the study, the involvement of the researcher and the topical scope of the study. Previous studies that applied this research design include (Asoka , 2012), (Orony, 2016) and (Wafula, 2015).

3.3 Data Collection

The study utilized key informant interviews for collection of primary data on strategic management practices adoption and their influence on service delivery by Nairobi City County Health department. The interview guide was used to solicit primary data on the four elements of strategic management which include situation analysis by scanning of the environment, development of strategic direction through formulation of strategy, implementation of strategy, strategy evaluation and control. Respondents who were interviewed were members involved in provision of strategic leadership and management for the Department as per the Nairobi City County Department of Health Plan.

The in-depth interviews were conducted by the researcher with an aid of interview guide developed for the purpose. They targeted senior managers in the Department, who included the County Executive Committee Member for Health, County Chief Officer of Health, County Director, Deputy County Directors and Program Heads. These officers are all involved in strategic management process in the department. The seven senior Managers targeted for the study were interviewed. These were 3 Deputy County Directors, 2 Program Heads and two Sub County Medical Officers of Health.

Selection of officers for this study was based on their involvement in strategic management process in the Department. In addition, and to complement data collected during the interviews, the researcher reviewed secondary data sources for triangulation purpose and filling of any emerging gap. These documents were the strategic plan for the department, technical guidelines and progress reports like annual reports. Other secondary sources reviewed were charts and communication memos.

3.4 Data Analysis

Qualitative data analysis method was used to process the data. Qualitative data from the interviews was subjected to content analysis. The responses generated by respondents were recorded and categorized in accordance with the identified themes and the objective of the study. The data from secondary sources was also analyzed using content analysis. Previous studies that utilized this method of data analysis technique include (Orony, 2016) and (Wafula, 2015).

As part of ethical considerations, the researcher sought authorization to undertake the study from the University of Nairobi (Annex I), and from the County Health Department of Health (Annex IV). The researcher also sought consent from study respondents verbally, and explained to the respondents the aims of the study. The researcher was also bound and guided by the University rules on conduct of students, and upheld research ethics during the data management exercise.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The broad objective of this study was to determine the strategic management practices adopted by the Health Department of Nairobi City County and their influence on service delivery. The data analyzed for this study was obtained through interview of staff who included 3 Deputy County Directors, 2 Program Heads and two Sub County Medical Officers of Health. The interview was conducted along the 4 elements of strategic management process. Information regarding the Department was also gathered from secondary sources to fill gaps. This chapter presents the findings of the study and discussion of the findings in relation to the model guiding the study and the study objective.

4.2 Environmental Scanning Practices and Service Delivery

This part of the study was intended to determine the strategic management practices adopted by the Department when undertaking environmental scanning. Respondents were asked on how often the Department undertakes situation analysis on its capacity to deliver health services in Nairobi County, the extend of involvement of different stakeholders in the process of environmental scanning, leadership in undertaking situation analysis and challenges encountered by the Department in adopting environmental scanning practices. Respondents were also asked about their opinion on influence of adoption of environmental scanning practices on delivery of health services in the County.

The study found that the Department undertakes industry analysis. During the development of strategic plan, the Department engaged in a participatory process where different stakeholders from both the County and National government, County department, development and implementing partners, citizen representatives were involved. The County Director for the Department, the Deputy Directors and the Department partners are the stakeholders who were found to be greatly involved in environmental scanning practices. County assembly health committee members, the County citizens and the office of the County Governor are not involved in environmental scanning processes. A stakeholder mapping and analysis was also undertaken.

The study sought to determine leadership in the process of undertaking environmental scanning process. The study found that the County Director for Health is the one who takes lead, together with Deputy Director in charge of Policy, Planning and Research. The two offices are supported in undertaking the process by Program Managers and members of County Health Management team (CHMT). Asked about the tools used for the process, the interviewees noted that SWOT analysis was undertaken.

In terms of challenges faced when undertaking situation analysis, respondents noted resource limitation as the biggest challenge. Another challenge was lack of clear guidelines on how to undertake the process especially at lower levels and lack of cooperation by different stakeholders. Commitment by the County government in provision of resources for the process, congested and demanding calendar with many overriding activities were also cited as challenges. The Department overcomes these challenges by mobilization of resources among donors and partners.

In terms of influence on service delivery, the study found that by involving different health stakeholders, ownership was cultivated. It also provided opportunity for the Department to strengthen linkages with the National government, implementing partners, the citizen's leaders and other stakeholders. In addition, the processes provided opportunity to undertake lobby for resources required to build health systems for delivery of healthcare.

4.3 Strategy Formulation Practices and Service Delivery

This section of the study was intended to determine the strategic management practices adopted by the Department when undertaking strategy formulation, which is the second element in the strategic management process. Respondents were asked on relevance and revision of the Department's vision, mission and core values, involvement of stakeholders in the formulation of the Department's strategic objectives and plans, sources of resources for planning and leadership in development of strategic planning process. Respondents were then asked on the challenges which the Department encounters in the process of adopting strategic management practices during the strategy formulation phase in the strategic management process. Respondents were then asked about their opinion on influence of adoption of strategy formulation practices on delivery of health services in Nairobi County.

Respondents were asked to describe the organization's vision, mission and core values, in relation to the core mandate of the Department. The Department was found to have vision and mission statements. The mission statement of the Department was, "to provide quality healthcare services that are accessible, equitable and sustainable to the population of Nairobi City County and beyond".

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The vision statement was, "A City County providing world class health services" (Nairobi City County Department of Health, 2017). The Department is guided by 6 core values which are social accountability, professionalism, respect for human dignity and for cultural diversity, innovativeness, integrity and responsiveness. These statements were cited by respondents as shapers of the direction of the organization.

To develop the mission, vision and core values, the respondents stated that the Department develops them based on the wider aspirations of the parent organization which is Nairobi City County Government and strategic direction by Ministry of Health in National government. In terms of involvement, the respondents stated that lower level staff were not involved in development of the statements and core values. The managers stated that they ensure visibility of the two statements and core values in documents and notice boards. This was being done by the department as a way of communicating aspirations of the department and cultivation of direction.

The study revealed that the Department's mission and vision are not frequently reviewed. Respondents noted that this was undertaken when the strategic plan was being prepared in 2013. In reviewing them, the senior managers in the department were involved, with no involvement of County Assembly. This was found to have been contributed by unavailability of members of the County Assembly committee on Health. In formulation of the Department's strategic objectives and plans, the Department relied on data and information from environmental scanning processes. Data and information was also collected from other sources like evaluation reports, the County Integrated Development Plan, County Strategic plan, the national government and the Ministry of Health policy documents.

In terms of strategic direction, the study revealed that the Department has seven policy objectives, derived from the strategic factors, which focus on elimination of communicable diseases and conditions, provision of essential health care, reduction of the burden of violence and injuries, halting and reversal of the rising burden of non-communicable condition, strengthening of collaboration with health related sectors, minimizing exposure to health risk factors and provision of emergency, rehabilitative and referral services. There are activities to be undertaken under each strategic objective to ensure attainment of the goals. They are also intended to address the strategic gaps identified.

To achieve the policy objectives, the Department has identified seven key investment areas which guide on where the resources are channeled. These are in human resources, financing, service delivery systems, information collection and use, infrastructure, supplies, leadership and governance. The study identified that strategy formulation in the Department includes setting of targets which guides in monitoring and evaluation (M&E) of performance during strategy implementation phase. There are targets in 3 key areas include targets in expansion of products for the Department which are health service delivery, targets in outputs and outcomes, and targets in acquiring inputs and improvement of processes for the Department. The Department has established baselines for use in evaluation of the strategic objectives.

The department undertakes a process to develop annual work plans. The plans contains the priority objectives, outputs and activities to be undertaken by the Department each year. This process is undertaken in all levels of healthcare delivery, starting from community level. These plans feed to higher levels up to county Level.

Those involved in the process of development of Annual work plan are members of CHMT, hospital superintendents, and health care service delivery stakeholders. Resources for undertaking formulation of objectives and development of plans comes from the County office and health partners in the County. Respondents stated that that development partners played major role in this process, through provision of funds, materials and technical skills and knowledge necessary for the process.

The Department faces many challenges when developing strategies and plans. Inadequate funds was agreed as the biggest challenge. Others were having competing tasks when the process is being undertaken, low staff morale in participation of the process, lack of commitment by officers, missing or inadequate data, lack of competent staff to be involved in the process, technical capacity of some line managers, missing data, poorly defined indicators of performance and failure to involve the right people and staff in the process. Low level of participation of lower level staff, County citizens and their leaders in formulation of the Department's strategic choices was found.

In relation to influence of adoption of strategy formulation practices on service delivery, the study found that by involving different health stakeholders, ownership was cultivated. It also provided opportunity for the Department to strengthen linkages with communities and lower level staff. In addition, the processes provided opportunity to undertake to lobby for resources required to build health systems for delivery of healthcare contributing to improved healthcare. The process contributed to service delivery in that staff are afforded a forum to be able to voice matters which relate to their work for consideration.

4.4 Strategy Implementation Practices and Service Delivery

This section of the study was intended to determine the strategic management practices. Emphasis was on adoption of practices by the Department during strategy implementation. Respondents were asked about organization structure as enabler of strategy implementation, stakeholder involvement and roles in implementation. The study also sought opinion of respondents on capacity, and process of strategy implementation including the challenges encountered in the process. Respondents were also asked about influence of adoption of strategy implementation practices on delivery of health services in the County.

In implementation of the Department's strategy plans and annual work plans, the study revealed that all the staff in the department from the County and Sub County levels are involved in different ways.. At the County level, the Department has organized structure to ensure implementation of its strategic objectives. This includes the office of County Executive Member for Health and the office of Chief Officer of health who are charged with responsibility of providing executive leadership and management and linkage of the Department to the Office of the County Governor and the County. The County Director of Health (CDH) is the office charged with responsibility of ensuring day to day operational performance and technical delivery of health services in the Department, assisted and working closely with County Health Management Team (CHMT), the organ with responsibility for provision of leadership and delivery of the sector targets. The CHMT is charged with the responsibility of ensuring that programs and activities undertaken are in line with the policies of the Department and Ministry of Health. The organ ensures that standards met by the department and Ministry of Health are achieved.

At the Sub County level, the Sub County Health Management Team (SCHMT) is charged with the responsibility of ensuring that strategies of the Department are implemented in conformity with procedures and policies. The team is also charged with the responsibility of leading in development of the sub County annual work plan and supervision during its implementation. The study revealed that Health stakeholders and partners are involved in financing and implementation of projects and programs which are in-line with the Sub County workplan. Each year, once annual work plans are made, sensitization is undertaken for Managers and Heads of programs. This affords opportunity for dissemination of the plans, and performance targets of the Department.

Once workplans are developed, they are shared with partners related to specific projects. In terms of financing of the plans, budgets are prepared, and taken for approval by the County Assembly, after which implementation starts. At this level, the Department engages different stakeholders, who include communities, state and non-state actors who play a critical role of filling funding and other resource gaps experienced. The Department's senior managers provides technical support during implementation of strategy, through supportive supervision and other avenues.

The study sought to establish the process in implementation of Nairobi City County strategy strategic plan and annual plans. The respondents opined that decision making in the department is not always tied with the strategic plan and the annual plans. While the department's policy documents are clear on strategy implementation, the department does not have an organized system for monitoring of performance standards which are included in the annual plans and the strategic plan.

The study found out that the department's policies are relevant to current activities undertaken, especially on technical aspects. On understanding of the department's procedures, the respondents noted that the staff were aware, since the department undertakes regular dissemination sessions. When introducing new policy guidelines, the Department sensitized departmental heads, who cascade this downwards to reach all staff in the department. In terms of the organization structure, the respondents noted that the structure was appropriate for implementation of the strategy, although concern was raised on staffing level, which they deemed low.

The study revealed weaknesses in implementation of strategies and annual work plans. It was noted that there is minimal reference to the strategic plan during implementation of the Department's activities. Resources allocation by the County Government and financial capacity to aid the Department to implement the strategies of the Department was found to be low. Other challenges experienced by the Department in adoption of strategy implementation practices included personnel shortage, minimum budget allocation from the County, delayed approvals, lack of goodwill from the County assembly, commodity stock out among other challenges. It was noted that the Department addresses these challenges through capacity building of staff and lobbying for increased budget from the county and resource mobilization.

The study sought to determine whether adoption of strategy implementation practices had led to changes in service delivery by the department. It was found that by translation of strategy to annual work-plans, the process contributes to improved service delivery since those plans are the guide in the work of the Department. The plans point out the priority actions to be undertaken, hence creating sense of direction.

Donors and implementing partners also rely on these plans to make decisions on funding and technical support, which translates to improvement of services. The study found that he department faces many challenges at implementation stage, which impact negatively on quality of services. Probed on how the department ensures availability of human, financial and physical resources to enable strategy implementation, the respondents reported that the department had not achieved that. The respondents explained that there are major gaps, contributed to low funding levels from the County.

4.5 Strategy Evaluation, Control Practices and Service Delivery

This section was intended to determine the strategic management practices adopted by the Department during strategy evaluation and control. The focus was on process of strategy monitoring and evaluation, the participants in the process. Challenges in adoption of strategic management practices in this element were also explored. Respondents were also asked about their opinion on influence of strategy evaluation and control practices on delivery of health services in Nairobi City County.

The Department undertakes monitoring and evaluation during its strategy implementation. The study revealed that the County Health Management Team (CHMT) is responsible for achievement of the strategy aims and objectives. Technical officers are charged with the responsibility of delivery of set performance standards. The Department has a monitoring and evaluation Department, which is responsible for collation of data and information for monitoring and evaluation purpose, through reports from health facilities and Sub Counties. The Department uses DHIS, which is an information system for collection of quantitative data on service delivery.

At the Sub County level, the Sub County Health Management Team (SCHMT) under the leadership of SCMOH is responsible for monitoring of performance as per the annual workplan. The SCHMT undertakes regular supportive supervision in the Sub County, and health facilities to ensure that performance standards are achieved, and adherence to policies and guidelines developed by Ministry of Health at national level, and the County. The study revealed that quarterly reviews are undertaken by the Department for review of progress in implementation of the Department's activities. These forums are organized in specific program areas, where the Department's staff and representatives from partners and other stakeholders participate.

Respondents were asked on how the Departments undertakes performance evaluation of different aspects in application of strategic management process. The study revealed that the mission of the Department is rarely assessed. In terms of strategic objectives, the Department relies on data and information from surveys conducted by the national government like Kenya Demographic Health Survey (KDHS), Kenya Aids Indicator Survey (KAIS) and reports from Kenya National Bureau of Statistics. Health partners support the Department in surveys for measurement of different indicators. In evaluation of strategies employed, the Department undertakes assessments against set performance indicators and review of achievements. Data from the review informs the review and development of policies and SOPs to guide the Department.

In review of performance of human resources, the Department conducts annual performance appraisals. Human Resource for Health audits were cited as one way for evaluation of the department's resources. These assessments are undertaken to establish the level of staffing in the Department, among other human resource indicators.

The audits also assesses workload assessment, the needs of the staff, and utilization of human resource in the Department in pursuit of its set goals and objectives. The study revealed that some officers do not have job descriptions, which was a major gap. Performance evaluation and control of financial resources is undertaken regularly. Financial resources monitoring is undertaken by the under the leadership of the Department's accounts office, together with the Nairobi City County administration department. The national governments, through the office of Auditor General, conducts audits each year, and the findings are shared with the department. The Department conducts Program based budgeting and audits. It also conducts monitoring of budget line items and tracking of expenditure for accountability reasons, led by the Department's accounts office, and the County administration office.

The study revealed several challenges which the Department faces in undertaking strategy evaluation and control practices. Limitation of funds to undertake was pointed to be a major challenge. Delay in reporting from health facilities and Sub Counties was cited as a challenge. Data quality issues were noted to be a challenge in implementation of the Department's projects and activities. Technical capacity was noted as a challenge, though low levels of understanding of project indicators, quality of reports, and staffing levels in the Department.

The study found out that strategy evaluation and control practices had influenced the delivery of services by the department. By failure to consistently collect enough data and information on implementation of strategy implementation, the Department was found to be unable to measure progress in attaining the mission, vision and objectives of the department. This contributed to poor performance.

4.6 Discussion of Findings

Strategic management practices can aid an organization in improving its efficiency (Bakar & Razak, 2016). Due to increased emphasis and demand for achievement of high levels of performance, growth in citizen expectations and other factors, strategic management practices have gained prominence and importance in public organizations. The findings in this study present evidence on extent of adoption and use of strategic management practices in a public entity.

The environmental conditions and organization faces have been shown to have influence on the effectiveness of the organization (Walker, 2013). Before an organization can formulate and implement strategy, it must understand its environment. This understanding can be achieved by scanning the internal environment for weaknesses and strengths, and outside the organization for identification of opportunities and threats (Wheelen & Hunger, 2012). Information on strategic factors which is gathered through this way is disseminated to key stakeholders in the organization.

The findings reveal that the Department undertakes environmental scanning to be able to gather data and information on the environmental condition it faces, both inside and outside of the organization. By undertaking this, the Department is able to make decision on its future by understanding of the trends and change taking place in the environment (Capon, 2008). To undertake the process, the study found out that different stakeholders are involved in different ways. Freeman, (1984) emphasizes the need for involvement of all key stakeholders in the situation analysis. The mission and vision provide strategic direction to the organization.

In terms of influence, adoption of environmental scanning practices has enabled the department improve its service provision. Information gathered on strategic factors has enabled the organization to plan for and deliver services which meet the needs of the people. Being a public organization, the department faces challenge of high expectations and forces from the people and politicians, who have varied demands.

Societal factors, which are undertaken through community analysis enables the organization to plan for delivery of health services. The department is cognizant of environmental factors. The health policy captures this by stating that achievement of quality healthcare for the County inhabitants is a challenge, due to factors like political and socio economic factors which contribute to imbalance in demand for health services and their supply (Nairobi City County Health Department, 2016). The policy outlines mitigation factors as solutions to these problems.

The study found that during strategy formulation, the vision and mission are not frequently reviewed, with the review undertaken when the current strategic plan was being developed. The findings are in concurrence with the conclusion of Anika, (2016) that local government agencies did not frequently review their mission and vision statements. Organization undertake reexamination of their current mission and objectives as part of strategy formulation process. According to Wheelen & Hunger, (2012), performance problems can be contributed by adoption of inappropriate mission. As the case with any mission statement in an organization, it should be a unifying factor. The study findings showed little influence of the mission and vision of the department on the operational aspects of the organization. It was established that there is little reference to these two statements.

The Department was found to have policy objectives which guide the business of the Department, with a structure to aid implementation. The findings supports Joyce, (2015) who established that policy direction is key in public entities when developing long term objectives and support for implementation of strategy. Krueger, (2004) observed reliance on team approach in strategy formulation, in all levels of the organization, which the findings of this study revealed. The policy documents were found to influence the business of the organization.

The study revealed that the Department has organized structure, with varied stakeholders involved in the process of strategy implementation. Respondents concurred that the Department does not make decisions all the time based on the strategic plan or the annual work-plans. A similar study by Asoka , (2012) revealed that for strategy implementation to be successul in a local government, these are assesntial factors which should be in place. These factors are organization, culture,human resources, control systems and tools.

The study found out that the Department lacks enough personnel to undertake processes involved in implementation of the Department's strategy. Respondents pointed out that employees are not compensated well, among other human resource issues. The study revealed that staff of the department had been involved in several industrial actions to champion for better compensation and other work issues. This was found to affect motivation of the employees, which affects their performance. The department is also understaffed in all cadres. This means that staff are allocated and undertake more duties or work for more hours. This impacts on quality of services delivered since staff have heavy workloads.

The study findings revealed that the Department undertakes strategy evaluation and control. Monday *et al* (2015) found that the proceess of strategy evaluation and control include monitoring of actual performance, comparing with desired performance and taking corrective action. He study findings indicate that the Department undertakes these processes. The findings however revealed that the Department faces the challenge in undertaking control function, contributed in inability by the program system to enable collection of qualitative data. Strategy implementation depends on how much it invests in motivation of the employees, which was found to be a challege in the department. Other factors factors are the external support, which was found to be minimal, which could be one of the contributing factor.

Interviewees were asked, based on their experience and opinion on whether adoption of strategic management practices in all levels had influence on delivery of services. The vision and mission of the department was found to have little or no influence while the values were reported to positively contribute to the business of the organization, by their inspiration to the workforce. The department uses participatory methodologies in engagement of stakeholders. A case was during the development of the annual work-plans. The participatory approaches are a source of motivation to both the employees and stakeholders outside of the organization. They are also a medium for capacity building, by empowering staff and other health players who collaborate with the department to deliver health services, leading to improved performance. By use of participatory methodologies, the department is able to involve many stakeholders, which is in agreement with Freeman, (1984), who presented a case on stakeholder involvement in the strategic management process of an organization. Strategy implementation practices were found to have great effect on service delivery.

4.7 Chapter Summary

In this chapter, the study findings are presented and discussed. The findings of the study revealed that Nairobi city County Health Department uses strategic management practices in pursuit of its mandate, which is delivery of quality health care services. Strategic management practices are utilized in all the four phases of strategic management process. The Department undertakes environmental scanning though analysis of operating environment, undertakes strategy formulation, implementation of the strategy and its evaluation and control. In utilization of these practices, the department faces challenges, with the major challenge being inadequate resources. This has both positively and negatively influenced delivery of health services by the department. The study found that adoption of strategic management practices had positive influence on service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study based on the findings, the conclusions and recommendations. The chapter also provides implications of the findings for theory, for policy and for managerial practice. The chapter finally discusses the limitations of the study and provides areas where research can be undertaken in future studies.

5.2 Summary of Findings

This study was undertaken in relation to the study objective which was to determine strategic management practices adopted by the Health Department of Nairobi City County, and their effect on service delivery. The study established that the Health Department of Nairobi City County adopts different strategic management practices. The Department is committed in delivery of its mandate, which is provision of quality health services to the County. It has organized management structure which is in conformity with the devolved system of government.

The study ascertained that the Department undertakes situation and problem analysis as part of environmental scanning practices to improve service delivery. This was undertaken as one of the activities during the development of current strategic plan, during which SWOT analysis was undertaken, focusing on key 7 areas. This exercise revealed strengths, weaknesses, opportunities and threats in all the 7 key areas, which impacts on health service delivery.

The study also revealed that each year, the Department undertakes analysis of health situation in the County, and undertaking priority setting. Data and information gathered during this is utilized in subsequent stages of strategic management process. In terms of strategy formulation, the study established that the Department has established strategic direction, with clear vision, mission and core values. It has specific policy objectives for the Department. In implementation of the strategy, the Department has well established organization structure, from policy level at County level, down to operational level in Sub Counties and health facilities. The study established that while the Department develops good plans, there are challenges in implementation, with financial constraints noted and the main challenge. The resources required for implementation of the plans are far outweigh the resources made available, especially in staffing, and financial resources. Strategy evaluation is undertaken, based on the findings of the study, through monitoring of the performance, with comparison to set targets, with resources being a major challenge in adoption of these practices.

In relation to influence of adoption of strategic management practices on service delivery, strategy implementation practices were found to have great effect on service delivery, which impacted the department negatively by leading to poor performance. Resource availability was found to be the major contributing factor. Adoption of other strategic management practices had contributed positively, through motivation of staff and their empowerment.

5.3 Conclusion

The study concludes thus: that the Health Department of Nairobi City County has adopted different strategic management practices. These practices had influence on its pursuit of the mandate of attainment of the highest possible status of health for the people in the County and beyond, in a way which is responsive to their needs. These are in the four elements of strategic management process, which are situation analysis, formulation of strategy, strategy implementation, strategy evaluation and control.

Adoption of strategic management practices has contributed to and affects service provision of this public sector organization. The study found out many challenges and gaps which impacts the process and quality of service delivery. The major challenge was funding, among the resource requirements for implementation of strategy. Inadequate resources have let to compromise of accessibility and availability of services. The limitation has contributed to reduced staff morale which has negatively impacted service delivery.

5.4 Recommendations

The study makes the following recommendations for the Department based on the findings. The Department's senior management and leadership needs to rethink ways of provision of funds to enable proper implementation of the Department's plans, projects and activities. This can be undertaken through development of resource mobilization strategy, to guide the Department in acquiring funds from the County and outside the County. Funding efforts should include lobby and advocacy for increased funding of the Department by the County.

The department needs to develop a broad partnership strategy. Health actors and partners were found to play a big role in delivery of the mandate of the Department. There is need for the Department to rethink about sustainable engagement of different stakeholders, especially during strategy implementation and evaluation, where the study found little involvement of County Citizens and their leaders. The partnership strategy should include improvement in level of involvement of politicians in the strategic management process of the Department. It should also include mechanisms for wider engagement of health industry players. Strategies to ensure its implementation should also be included.

The study recommends capacity building through training for program managers and senior managers in the Department. A gap was noted among implementers on the link between the strategic direction of the Department, and their day to day operational activities. Other areas recommended are improvement of communication in the department. The Department should ensure that there is information flow, from the County assembly, to the County Health Management Team, to the Sub County Management Teams up to the community level. This can improve performance of the managers.

In improvement of strategy evaluation the Department was found to rely on its information system which collects quantitative data only. There is need for the Department to establish mechanism for collection of data on qualitative indicators. This would aid in measurement of strategy implementation and evaluation in areas like relevance, efficiency, effectiveness and sustainability. These can then be related with their impact on service delivery.

The study identified that the department collects data during the human resource performance reviews. There was little evidence adduced on the utilization of the data and information collected during this practice. Measures need to be put in place to ensure that there is feedback and utilization of this data in making of decision, especially at individual and Sub County level.

5.5 Limitations of the Study

This study was undertaken in relation to the study objective which was to determine strategic management practices adopted by Nairobi City County Health Department. The objective of the study was met, albeit with some limitations. A limitation, with respect to the purpose of this study was regarded as any factor that was present at the period of the study, and contributed to the study getting inadequate data and information, or influencing the quality of data gathered.

At the time of undertaking data collection, the Department was undergoing changes in terms of leadership, with no County Executive Member (CEC-Health) and Chief Officer for Health. This was occasioned by change in County Government, where the CEC who had been appointed to take the position had not assumed office, as the appointee was awaiting approval by County Assembly, and the appointment of Chief Officer of Health had not been filled by the Governor. This affected the study in that the two officers were targeted in the study for in-depth interviews for provision of data and information, especially in provision of strategic leadership in the department. This however, did not compromise on quality of findings, since the officers who play major role in strategy formulation and implementation, especially the office of Deputy Director in charge of strategy and research were interviewed.

The researcher for this study was self-sponsored, contributing to limitation in funding of study activities like transport. This however, did not compromise the study in terms of its quality, as the researcher observed basic research process guidelines and code of conduct. Information gathering from government offices is not usually easy, due to secrecy observed by officers. Despite the authorization gotten by the researcher, some respondents were not comfortable answering some questions, as they thought they would be exposing the weaknesses of the organization. The researcher mitigated this by assuring the respondents on confidentiality.

5.6 Suggestions for Further Research

Based on the findings of this study, future researchers should consider the following issues and areas for further study: The study focused on strategic management practices adoption and their influence on service delivery by the Health Department of Nairobi City County. The context of the study being a department in a devolved system of government. Future research could be undertaken in Health Departments in other Counties within Kenya, or in the region where devolution has been implemented, and compare the findings.

The study can also be replicated in a different context. It can be undertaken in another Department in Nairobi City County, for example, adoption of strategic management practices and their influence on service deliver in education Department. It can be undertaken in another County in the Country for comparison of findings. The focus of the study was on qualitative aspects in terms of influence on service delivery. A similar study can be undertaken, with quantitative measurements.

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APPENDICES

APPENDIX I: RESEARCHER'S INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162 Telegrams: "Varsity", Nairobi Telex: 22095 Varsity	P.O. Box 30197 Nairobi, Kenya

DATE 24/10/2017

TO WHOM IT MAY CONCERN

The bearer of this letter NZOMA, S. MUTUNGA

Registration No. D61/83951/2016

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
24 OCT 2017
P.O. Box 30197 - 00100, NAIROBI

PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

STRATEGIC MANAGEMENT PRACTICES ADOPTION AND THEIR INFLUENCE ON SERVICE DELIVERY BY THE HEALTH DEPARTMENT OF NAIROBI CITY COUNTY, KENYA

Part A: General Information

Date of Interview: ....

Name: ....

Job title   ....

Part B: Strategic Management Practices

Environmental Scanning Practices and Service Delivery

1. How often does Nairobi County Health Department undertake situation analysis on its capacity (strengths, weaknesses, opportunities and threats) to deliver health services in Nairobi County?

2. Who leads the process of undertaking situation analysis?

3. What are the challenges you face when undertaking situation analysis, and how do you overcome them?

4. What is the impact of adoption of environmental scanning practices (both positive and negative)?

5. Any other comment on environmental scanning.

Strategy Formulation Practices and Service Delivery

1. How often is the Department's mission and vision reviewed?

2. How relevant is the vision statement to the Department's activities and mandate?

3. Who is involved in the formulation of the Department's mission and vision?

4. Who is involved in the formulation of the Department's strategic objectives and plans, and how?

5. What is the level of participation of Nairobi City County Citizens and their Leaders (politicians) in formulation of the Department's strategy?

6. Where do resources for planning come from?

7. Who leads in development of strategic plans?

8. What is the impact of adoption of strategy formulation practices (both positive and negative)?

9. What are the challenges you face when developing strategies and plans for the Department, and how do you overcome them?

10. Any other comment on strategy formulation.

Strategy Implementation Practices and Service Delivery

1. Who is involved in implementation of the Department's plans, and what are their roles?

2. How do you implement strategies and plans developed?

3. What is the impact of adoption of strategy implementation practices (both positive and negative)?

4. What are the challenges you face when implementing strategies and plans for the Department, and how do you overcome them?

5. Any other comments on strategy implementation.

Evaluation and Control Practices and Service Delivery

1. Who is involved in monitoring and evaluation of the Department's plans, and what are their roles?

2. How do you undertake performance evaluation of the following in the Department:
   a. Mission
   b. Objectives
   c. Strategies
   d. Policies
   e. Human resources
   f. Financial resources

3. What is the impact of adoption of strategy evaluation and control practices (both positive and negative)?
4. What are the challenges you face when evaluating strategies and plans for the Department, and how do you overcome them?
5. Any other comments on strategy monitoring, evaluation and control.

APPENDIX III: RESEARCHER'S APPLICATION TO UNDERTAKE DATA COLLECTION

Nzoka, S. Mutunga,
P. O. Box 35452- 00100,
Nairobi.
27th October 2017

The Head,
Department of Health Services,
Nairobi City County Government,
Nairobi

Dear Sir/Madam,

RE: STUDY DATA COLLECTION

I am a Masters student at University of Nairobi undertaking studies for a Masters of Business Administration Program, majoring in Strategic Management. As part of my course, I am undertaking a research study titled: **"Strategic management Practices Adopted by the Health Department of Nairobi City County, Kenya"**.

This is a case study research, with Department of Health Services, Nairobi City County selected as the Case for the study. This letter is meant to kindly request your authorization and assistance to collect data for the study through Interview guide which targets the County Executive Committee Member for Health, County Chief Officer of Health, County Director & Deputy County Directors; and Questionnaires which targets County Health Management Team members/Program Heads and Sub County Medical Officers of Health. I will administer the tools myself. The data and information collected will be used strictly for academic purposes and will be treated with utmost confidence. Your assistance will be highly appreciated.

Attached find letter of introduction from the University of Nairobi, study interview guide and Study Questionnaire.

Yours Sincerely,

Nzoka, S. Mutunga
molawangu@yahoo.co.uk

APPENDIX IV: STUDY AUTHORIZATION

Telegrams: "PRO-MBHEALTH", Nairobi
Telephone: Nairobi 217131/313481
Fax: 217148
E-mail: pmonairobi@yahoo.com

When replying please quote

Ref. No. CMO/NRB/OPR/VOL1-2/2016/144

COUNTY HEALTH SERVICES

COUNTY HEALTH OFFICE
NAIROBI
NYAYO HOUSE
P.O. Box 34349-00100
NAIROBI

31st October, 2017

Nzoka S. Mutunga
P.O. Box 35452-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

This is to inform you that the Nairobi City County Operational Technical Working Team reviewed the documents on the study titled, **"Strategic Management Practices Adopted by the Health Department of Nairobi City County"**.

I am pleased to inform you that you have been authorized to undertake the study in, Nairobi City County.

On completion of the study, you will submit **one hard copy and one copy in PDF** of the research findings to our operational research technical working group.

R. K. MULI
FOR: COUNTY DIRECTOR OF HEALTH SERVICES

FOR: COUNTY DIRECTOR
HEALTH SERVICES
NAIROBI COUNTY

Copy to:

- All Medical Superintendents
- All SCMOHs