

**STRATEGIC PLANNING PRACTICES AND SERVICE DELIVERY IN NAIROBI
COUNTY GOVERNMENT, KENYA**

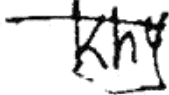
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION, FCAULTY OF BUSINESS AND MANAGEMENT
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DECLARATION

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

Signature.......... Date..... 2/12/2024.....

GERTRUDE CHEBET KIRUI

This research project has been submitted for project presentation with my approval as the University supervisor.

Signature.......... Date..... 2/12/2024.....

DEDICATION

I dedicate this proposal to my family for their support and encouragement.

ACKNOWLEDGEMENT

I am grateful to my supervisor for the guidance provided in this study. This expanded my knowledge on my area of study. I thank my family for their support, this was very important for me to achieve this study. I thank my colleagues for their contribution in this study. God bless you all.

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ABBREVIATIONS AND ACRONYMS

MCA	Members of County Assembly
NCC	Nairobi City County
NCG	Nairobi County government
NGOs	Non-Governmental Organizations
NPM	New Public Management
SPSS	Statistical Package of Social Sciences

ABSTRACT

The Nairobi County government is mandated to provide services like health, education and infrastructure. However, in service delivery the Nairobi County government faces numerous challenges. The health services pose a great challenge in the county due to limited resources and health institutions. The study aim was to determine the effect of strategic planning practices and service delivery in Nairobi County government, Kenya. This study utilized the descriptive correlation research design. The study targeted 175 management employees working in the departments in the Nairobi City County. The stratified random sampling was used to get employees in the different departments in Nairobi City County. The study sample size was 123 respondents. The study obtained primary data. The data was obtained using questionnaires. The data was analyzed by use of the SPSS version 24.0. The descriptive statistics frequencies, percentages, means, and standard deviation were used to assess the quantitative data. Tables, graphs, and pie charts was utilized to illustrate the data. The correlational analysis was done to gauge how closely the variables are related. The regression analysis was conducted to examine strategic planning practices impact on service delivery in Nairobi County government, Kenya. Tables were used to present the data. The study found that strategic planning practices at the Nairobi County government involves analysis of strategies, strategy definition, strategy review and adjustment, strategy implementation and strategy evaluation. The study also found strategic planning practices had a significant and positive association with service delivery in Nairobi County government, Kenya. It is recommended that county leadership should ensure that the strategic plan aligns with the county's development goals, objectives, and available resources. Also, key stakeholders should be involved, including the public, to establish clear priorities. Further, the county government should allocate resources (financial, human, and technological) based on the strategic plan to enhance service delivery. This may involve budget adjustments to prioritize essential services. The county government should promote transparency in budgeting and spending to reduce corruption. Also, there is need to establish mechanisms for citizens to access information and participate in decision-making processes. Also, the county government should invest in the training and development of county government staff to improve their skills and competencies. This can enhance service quality and efficiency.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning in the public sector helps organizations to solve problems faced by the general public. Government use strategic plans to transform visions for policies and procedures into realities. Strategic planning help government agencies and organizations to be on track and ensuring they meet community needs (Bryson & Slotterback, 2016). According to Cook and Harrison (2015) strategic planning assists local governments in attaining their long-term aspirations by establishing goals and objectives that are aligned with the vision. A strategic plan is both systematic and progressive, supporting the company in understanding local difficulties and how to solve them through established goals and missions. Strategic planning is critical in the delivery of government services. A strategic plan provides firms with consistency of activities and ensure that parts of an organization work toward similar objectives and purpose (Ferlie & Ongaro, 2015).

The study adopted the goal-setting theory and the synoptic planning theory. According to goal-setting theory, firms with established goal have better performance since having goals ensures that operations and resources are utilized to handle challenges and workers understand the company priorities. Strategies, goals, and plans, according to the theory, are employed to handle strategic issues. Goal-setting theory is applied in strategy planning by showing organizational priorities and how they can be achieved (Jung & Lee 2013; Locke & Latham 2002). The synoptic planning theory indicates that, an organized, scientific, and logical method of making decisions provides enhanced results than a more intuitive, gut-feeling method. The

theory of synoptic planning provides a method for supporting making of decisions when creating purposes, objectives, and strategies (Dror, 1983; Walker et al., 2010).

In place of the defunct Nairobi City Council, the Nairobi City County (NCC) was created in 2010 in accordance with the Kenyan Constitution. It is controlled by the Devolved Governments Act and the Cities and Urban Areas Act. The administration of Nairobi County is in charge of offering a range of services to people living under its control. These include of both the national government's transferred services and those that the disbanded City Council previously performed. Among the services offered are public health, physical planning, social services and housing, inspectorate services, infrastructure for primary education, public works, and environmental management. Among the latter are trade, agriculture, corporate development, industrialization, tourism and wildlife, and public service management (NCC, 2023).

1.1.1 Strategic Planning Practices

A strategy is a plan that is employed to accomplish a specific goal. While planning is the act of preparing strategies to use resources more economically and efficiently in order to attain the company's goal (Bert, 2018). According to Bryson (2018), strategic planning starts with the creation of a vision that leads the formation of company strategies. Strategic planning, according to Kenny (2013), is the different activities adopted in a company to accomplish its vision. According to Benedict (2013), strategic planning helps in defining a firm direction, determining priorities, identifying hinderances to firm success, and looking for opportunities to improve service delivery and performance. Furthermore, according to Age (2017), a good strategic planning offers a framework for making decisions regarding resource allocation, handling challenges, and increasing competitiveness by capitalizing on opportunities.

According to Habidin, Yusof and Fuzi (2017), strategic planning is a tool used by management to create objectives, set goals, and schedule actions to attain those objectives. It also includes a technique for assessing progress. Kemp (2018) goes on to say that strategic planning offers overarching guidance for individual areas like financial goals, projects, human resources, and marketing. Bryson (2018) defined strategic planning examining a company's mandate, mission and values, internal and external environment, determining strategic from the analyses, and coming up with strategies, goals, and plans for addressing the issues. Menelau, Akutsu, Isidro-Filho, and Fernandes (2017) indicated that strategic planning entails establishing long-term firm goals, developing and executing plans, and allocating or diverting resources needed to achieve these goals. According to Kemp (2018) and Salkic (2014), strategic planning entails a variety of activities like identification of goals and objectives, assigning tasks, identifying problems, developing strategies and methods for all issues, forming teams, monitoring results, and assessing other possibilities. In this study strategic planning was operationalized as swot analysis, definition of strategies and review and adjustments of strategies.

1.1.2 Service Delivery

The level to which beneficiaries' (general public) expectations are met or exceeded by the services provided by various sectors is referred to as service delivery (Tavares, Soares, & Estevez, 2016). In the public sector, service delivery is defined as the extent to which services delivered meet or surpass the general public's or customers' expectations of service providers (Shittu, 2020). According to Grönroos (2018), the public service is the government machinery through which public policies are produced and executed. This is fulfilled by translating government policies and programs into concrete goods and services for citizen use. The responsibility of public service is to develop and implement policies and programs with the

goal of providing significant welfare services capable of raising the general public's standard of life.

The goal to satisfy the public by implementing governmental policy, enforcing laws, and achieving public welfare culminates in effective public service delivery. The provision of public services is crucial because it exemplifies the foundation of nation-building, provides a concrete connection between the government and the people, promotes national ideals among citizens, and, ultimately, creates a tie between the people and the state (Walle & Scott, 2019). Government must realize the need of developing citizen-centered administration in order to provide quality services. To assure high-quality public services and access to them, good administration is a policy goal that is achieved cogently through numerous regulatory and other means. Service delivery is determined through reliability, assurance, tangibles, empathy, and responsiveness on service provision.

1.1.3 Nairobi County Government

NCC is one of the 47 counties formed in the Republic of Kenya by the Kenyan Constitution of 2010. The County works under the County Governments Act and a number of other statutes. The county is located in South-Central Kenya at 1°17'South 36°49' East, 140 kilometers (87 miles) south of the Equator. Its location is on the eastern side of the Rift Valley, west of Ngong Hills. Mount Kenya to the north, and Mount Kilimanjaro to the south. With a current estimated population of roughly 3.5 million, with the highest population among cities in East Africa. Nairobi is the 14th largest city in Africa (NCC, 2023).

The Nairobi City County Government is vested with the responsibility for providing diverse of services to its inhabitants. These include functions delegated under Part 2 of the Fourth Schedule of the Constitution. The county has 17 Administrative Sub-Counties, each of which

has 85 Wards. Westlands, Dagoretti South, Dagoretti North, Kibra, Langata, Kasarani, Roysambu, Embakasi South, Ruaraka, Embakasi Central, Embakasi North, Embakasi West, Makadara, Embakasi East, Starehe, Kamukunji and Mathare are among the Sub-Counties. According to Article 177 (b) of the Constitution, the County has 123 Members of County Assembly (MCAs), 85 elected and 38 nominated (NCC, 2023).

1.2 Research Problem

The Nairobi County government has the duty to advance services like health, education and infrastructure. However, in service delivery the Nairobi County government faces numerous challenges. The health services pose a great challenge in the county due to limited resources and health institutions. The education sector also faces challenge due to lack of infrastructure forcing a large number of students in one classroom (Ongonge, 2018). Other challenges affecting service delivery include leakages in revenue collection, inadequate finances poor leadership, political interference, rise in road accidents, high rate of crime, Lack of fire safety measures, substandard housing, informal settlements, poor sewage and waste collection (Wanyama & Nyaga, 2019). This shows that the county government need to have a strategic plan so that to provide services.

However, a lack of good strategic planning is among the cause of poor service delivery in Nairobi County Government. Poor strategic planning is evident due to slow budget approvals, poor staffing level, lack of a distinct vision and discordance with the firm's strategic plan, ineffective communication and lack of coordination of activities in the county government (Kitonga, 2017). This has resulted to poor service delivery. Numerous studies have been done on strategic planning. Research on strategic planning, the external environment, and the effectiveness of Kenyan county governments was conducted by David (2018). The results

showed a strong and favorable relationship of performance and strategic planning. Strategic planning improves firm performance, according to Taiwo's (2017) investigation on the effects of strategic planning on firm and survival of a firm. Bert (2019) investigated if strategic planning increases organizational performance and discovered that it has a favorable, moderate, and significant influence. However, the studies focus was on strategic planning and performance. The current study answered the research questions, what is the effect of strategic planning practices and service delivery in Nairobi County government, Kenya?

1.3 Research Objective

The study aim was to determine the effect of strategic planning practices and service delivery in Nairobi County government (NCG), Kenya.

1.4 Value of the Study

The outcomes were important to the leadership in the county government of Nairobi. They got insights on the importance of using strategic planning to enhance service delivery. Strategic planning would ensure that they know what they want to achieve annually. This would enhance service delivery in Nairobi County.

The study was significant to makers of policies and the government. They would understand the importance of strategic planning in achieving the set government agendas. This would ensure that the need services are provided to the citizens. The investigation would broaden the understanding on strategic planning and service delivery. Researchers can use the study as a source of refence in their future related studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review in the discussion in this chapter. The subsections include the theoretical literature review, strategic planning and service delivery, empirical review literature and research gaps and conceptual framework.

2.2 Theoretical review

The part of the research project that offers and discusses the theory that underlies the existence of the research problem in question is known as the theoretical framework. Theories that were used in this study are the goal-setting and the synoptic planning theories.

2.2.1 Goal-Setting Theory

This theory was developed by Locke (1968). Locke (1968) posited that goal setting is what a person or a firm is trying to accomplish. It is the process of creating defined and effective performance targets. Latham and Locke (2007) have offered evidence that goal setting improves task performance. That is, developing an outstanding goal that can result to an outstanding performance than only motivating to do their best. Hence, in a company, the priority when developing a strategic plan is to have a strategic goal that must be accomplished. Strategic goals are long-term, detailed, and measurable objectives that serve as guides for the strategic planning procedure of a corporation. Companies develop strategic goals to give guidance and enhance efficiency among all shareholders toward the ultimate company goal (Moeller, Theiler, & Wu, 2012).

According to Locke and Latham (2019), When creating goals, it is critical to distinguish between strategic, tactical, and operational objectives. Strategic goals are aspirational long-term aims with a wide focus, whereas tactical goals are more quantifiable medium-term objectives with a concentration on specific business divisions. Tactical objectives are required to attain strategic objectives. Operational goals, on the other hand, are the everyday tasks completed by a team that contribute to the fulfillment of tactical goals. Strategic goals, according to the theory, can provide transparency regarding the company's aims and tasks. This transparency not only increases motivation, but it also encourages further innovation within the organization. Strategic goal-setting motivates businesses to plan for the future and keeps them competitive in the long run. Strategic objective changes have a significant impact on their success rate. However, changing the work strategy or objectives and modifying the goals is not always sufficient. Long-term goals should not be cast in stone because they must be rewritten at times (Latham & Locke, 2007).

However, the goal setting theory have some limitations which are, if goals are aggressive or foster fierce rivalry, negative conduct may occur; certain goals are difficult to articulate; and if there is a contradiction between departmental goals and company goals, friction may occur (Moeller et al. 2012). According to the theory strategies, goals, and plans are used to address strategic matters. Goal-setting theory was applied in showing the importance of strategy planning on service delivery in institutions.

2.2.2 Synoptic Planning Theory

This theory was advanced by (Dror 1983). Dror (1983) refers to synoptic planning as a continuous cycle of analyzing an issue, developing and evaluating planning measures, developing alternatives, executing alternatives, and monitoring the progress of the chosen

alternatives. The theory is divided into four parts: goal setting, policy design or identification, effect assessment or evaluation of methods with goals, and policy implementation. According to Bryson (2011), planning is concerned with the future. As such, planning is a policy tool for achieving an ideal situation. Furthermore, planning is linked to recognizing solid goals and dreams for the future. Furthermore, planning is founded on logical knowledge.

A systematic, scientific, and analytical technique to making decisions, according to synoptic planning theory, provides better results than a highly intuitive, gut-feeling approach. This has been applied in public and private organizations (Walker, 2013). The theory is criticized that it needs an extraordinary amount of data, it assumes normal, quantifiable rules are available and agreed upon, it also assumes precise, consistent, and complete information on all alternatives, preferences, goals, and outcomes, and it assumes a normal, sensible, non-political world (Elbanna, 2008).

The theory proposes a method for supporting making of decisions in the situation of defining drives, objectives, and tactics. A stepwise method to making decision is at the heart of many strategic planning procedures, involving an examination of the internal and external firm setting and culminating in well-versed judgments founded on strategic matters. Hence, theory explained the impact of strategic planning and service delivery in Nairobi County government, Kenya.

2.4 Strategic Planning Practices and Service Delivery

Sart (2014) state that strategic planning is an essential tool in every company. It is a process that bridges the gap between where the company is and where it wants to go in order to define and realize an organization's goals and objectives. Strategic planning can provide numerous benefits to organizations. Strategic planning explains the organization's direction, manages its

actions, and improves cooperation among its departments and personnel (Gordon, G., & Fischer, 2015). Strategic planning process include strategy setting, strategy implementation and strategy evaluation.

As part of strategy setting, an organization should create a vision and mission statement, determine external chances and threats, assess the firm strength and weaknesses, set long-term firm goals, develop other or competing strategies, and determine the strategies to adopt (Bryson, 2018). Strategy execution is the procedure required to ensure a strategic plan is done. It involves turning the overarching purposes and goals indicated in an organization's strategic plan into precise tasks and projects that staff members at all organizational levels can achieve (Bond & Gabriele, 2018).

A strategy review includes looking at the core principles underlying a company's strategy, contrasting anticipated outcomes with actual outcomes, and taking remedial action to guarantee that performance meets expectations. Designing and adapting strategy to changing conditions is difficult without a good or effective strategy review. Strategy review is an essential phase in leading a company through the process of executing a strategy. As a result, strategy evaluation should be used to evaluate more underlying elements and trends that influence performance other than just the obvious facts about a firm's state (Sart, 2014). Tess (2018) explained that the effectiveness of strategic planning is linked with achieving of formulated goals, producing better results and enhancing service delivery.

2.5 Empirical Review and Research Gaps

Globally, Omar (2019) looked into how strategic planning affected the services given to Palestinian citizens. This study looked at how strategic planning affects level of service provision in Palestinian municipalities. Secondary data was obtained through reading. To

gather primary data, a special questionnaire was deployed. The analytical descriptive technique was used in the investigation. The association of strategic planning and the level of service delivery to citizens is positive. The results, however, may not be generalized to Kenya because the study context was Palestine.

In Nigeria, Oludele (2021) evaluated how strategic planning affects performance of Nigerian health care systems. The research approach covered was descriptive, but it also included quantitative research using the utilization of various health institutions. To get primary data, questionnaires were used. The study discovered a link between organizational structure and organizational growth. Furthermore, the study found that strategic planning is a dynamic approach used to formulate, implement, evaluate and control of strategies in order to be able to accomplish the strategic goal of the business. This study determined performance of firms while the present study focus was on service delivery in Nairobi County Government.

Mirembe (2021) investigated strategic planning and service delivery in Ugandan NGOs. The study used a descriptive design on a target demographic of Cheshire Services Uganda workers and Board members. A questionnaire was utilized in data collection, which was augmented with interviews. SPSS was utilized in the analysis of data, which included descriptive and inferential statistics. Results showed that, strategic planning has a considerable impact on service delivery. This study context was NGOs in Uganda while the present study focused on Nairobi County Government.

Nqobile (2019) conducted research on strategic planning issues in public institutions in the South African Department of Telecommunications. To provide insight into the research issues, a qualitative case study design was used in conjunction with document analysis. An important barrier was resistance to change brought on by a desire to maintain the status quo. The

organization struggled to accept modifications suggestive of the new public management (NPM) model. This study context was public institutions in South Africa while the current study focused on Nairobi County Government.

In Kenya, Sakagwa (2021) researched on how strategic planning aspects impact on the functioning of Nairobi's civil registration department. Resource allocation, infrastructure development, and performance were the variables under investigation. The descriptive design was employed. Employees from the Civil Registration Department were the intended audience. Questionnaires were chosen to get primary data. The data obtained was objectively examined and displayed in tables, charts, graphs, percentages, and frequencies. According to the study, financial resources assist an organization in remaining a relevant element in the business's performance. It was discovered that companies have a maximum level of upgrading to new technologies in order to remain relevant in a competitive market. It was also shown that staff development assists a company in remaining a very vital aspect in the organization's performance. This study determined performance of firms while the present study focus was on service delivery in NCG.

The effect of strategic planning on the effectiveness of Kenyan non-governmental corporations was examined by Kefa (2018). The study focused on how strategic planning affects performance. The intended audience included senior, middle, and supervisory management. SPSS version 23 was utilized to obtain and analyze data using descriptive and inferential statistics. Results showed that decisions, direction, and goal setting at One Acre Fund was significant beneficial influence on strategic planning and performance of NGOs. This study determined performance of NGOs while the current study focus is on service delivery in Nairobi County Government.

2.6 Conceptual Framework

The link of the predictor and response variables is portrayed in a diagram referred as the conceptual framework. The predictor variable is strategic planning and the response variable is service delivery.

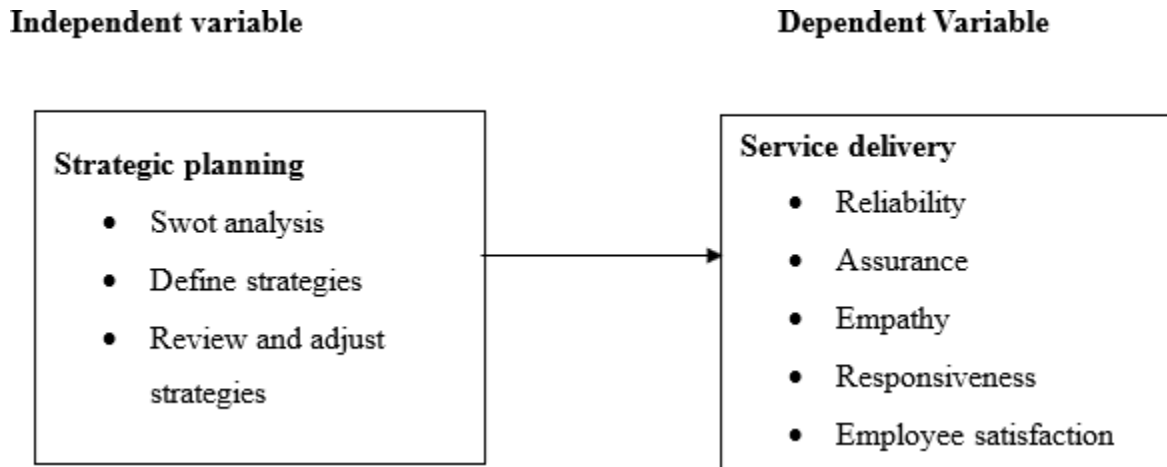


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research approach. This covers the design, population under investigation, sampling strategy and data collection and analysis.

3.2 Research Design

A research design is an approach for answering the investigation questions. It guides in the collection and analysis of data (Creswell, 2013). This study utilized the descriptive correlation research design. The design involved examining associations between two or more variables to describe their patterns. The aim of the descriptive research was to describe the associations, patterns, and trends that are in the data and provide a detailed and precise image of the population being studied (Kothari, 2014). This approach was appropriate because it assisted the researcher in gaining a deeper grasp of the study problem and gives significant insights that can inform future studies by watching and collecting data on the study topic.

3.3 Population of the Study

The target population is the people or group that a researcher wants to study and analyze (Cooper & Schindler, 2013). The study context was Nairobi County government, Kenya. The study targeted employees working in the departments in the Nairobi City County. The departments included finance and economic planning affairs, inclusivity, public participation and customer service sector, boroughs administration and personnel, built environment and urban planning sector, mobility and works, business and hustler opportunities, green Nairobi, health wellness and nutrition, talents, skills development and care, innovation and digital

economy and security and compliance sub sector. According to the HR of the county governments, the departments have 175 management employees. These employees were the target population.

3.4 Sampling Design

Sampling helps in selecting a proportion of the population which is representative. The stratified random sampling was employed to get employees in the different departments in Nairobi City County. A stratified random sample was determined by grouping respondents into mutually exclusive, non-overlapping sample units sets, or strata, and then randomly selecting a simple random sampling from each stratum. No prospective sample units can be removed, and every unit is assigned to a single stratum.

A sample is a proportion of a larger population. The study sample size was calculated using the Yamane formula.

$$n = N / (1 + N(e)^2) \cdot 1.4375$$

Where; N represents the target population, e represents the estimate error at 0.05 in the sample

$$n = 175 / (1 + 175(0.05)^2)$$

$$n = 123$$

The sample size was 123 respondents. From the sample employees was randomly picked from the eleven departments at the Nairobi City County Government.

3.5 Data Collection

The study collected primary data. The data was obtained using questionnaires. The questionnaire was obtained from a structured questionnaire which had close ended questions. The study obtained quantitative data. The questionnaires helped to obtain large amount of data and they are cost- effective. The Likert scale questions were used in this study. Using the Likert questions the respondents was able to show their agreement level on the statements regarding the study objectives. The questionnaire was structured in relation to the study objectives. The researcher self-administered the questionnaires. Data was collected using the drop and pick later technique. The developed questionnaire was administered to the participants by the researcher.

3.6 Data analysis

Data obtained from the field was cleaned, edited and coded. Data analysis was done by use of the SPSS version 24.0. The descriptive statistics frequencies, percentages, means, and standard deviation were used to assess the quantitative data. Tables, graphs, and pie charts was utilized to illustrate the data. The correlational analysis was done to gauge how closely the predictor and response variables are related. The regression analysis was conducted to examine strategic planning practices impact on service delivery in Nairobi County government, Kenya. Tables were used to display the data. The model for regression was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where Y is service delivery, X 1 is strategic planning

β_0 is a regression constant, β_1 coefficient of independent variable, ε is error term.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter covers the analysis of data and interpretation of the results. The study aim was to determine the effect of strategic planning and service delivery in Nairobi County government (NCG), Kenya. Questionnaires were used to gather data. The 98 of the 123 respondents that were targeted for the study completed and returned the questionnaire, yielding an 80% response rate. According to Mugenda & Mugenda (2008), a response rate of 50% is sufficient for analysis and reporting, a rate of 60% is good, and a rate of 70% or more is exceptional. Therefore, in our instance, the response rate is excellent.

4.2 Demographic Information

The study determined the demographics of the respondents. The study determined the gender and period of service of the respondents in the county government. The results were as follows;

The study determined the gender of respondents. The results were shown in Figure4.1

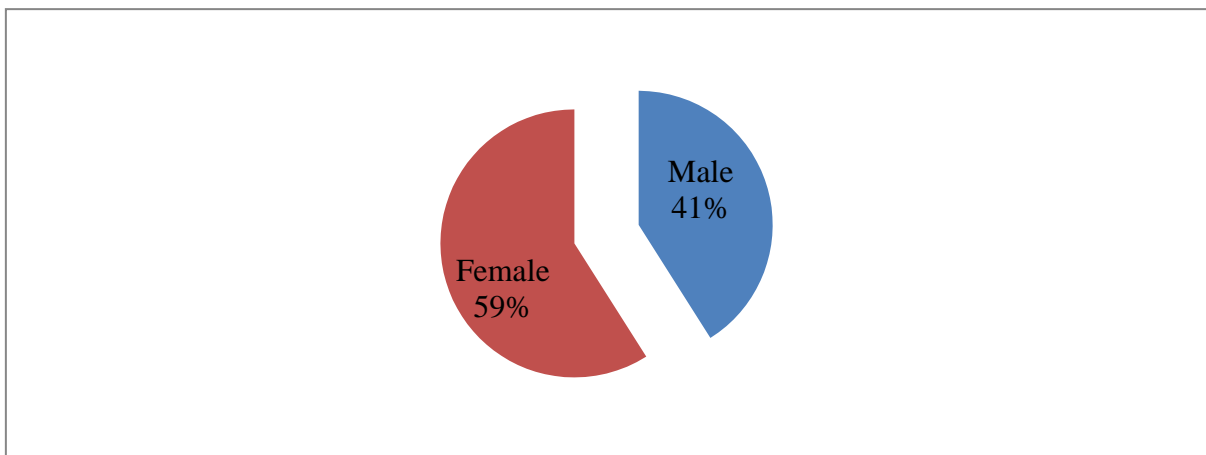


Figure 4.1: Gender

Figure 4.1 shows that 59% of the respondents were female while 41% were male. This means that the Nairobi County government has considered gender parity when hiring. Hence, the study collected data from both male and female at the Nairobi County government.

The participants were required to indicate the period they have been working at Nairobi County Government. Figure 4.2 shows the results.

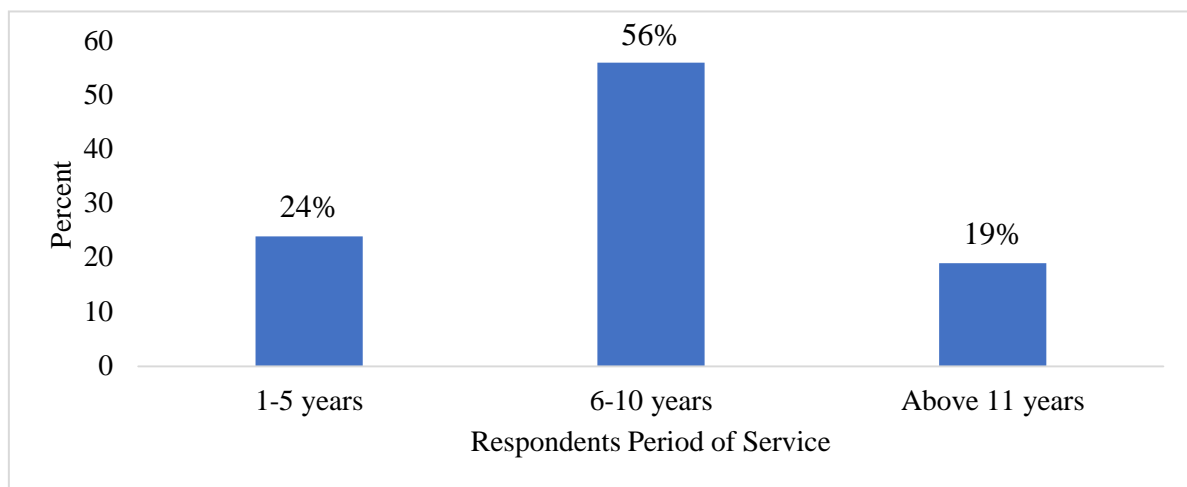


Figure 4.2: Respondents Period of Service

The results in Figure 4.2 depict that 56% of the participants had worked in the county government for a period between 6-10 years, 24% of the participants had worked for between 1-5 years and 19% had worked in the county government for more than 11 years. This indicated that the participants had worked in the Nairobi County Government for some time and hence they can provide information needed in this study.

4.3 Strategic Planning Practices

The descriptive statistics were conducted to determine strategic planning practices in the Nairobi County government. The respondents were required to indicate their level of

agreement on the statements regarding strategic planning in the County Government of Nairobi.

Table 4.1: Strategic Planning Practices

	Strongly disagree	Disagree	Moderate	Agree	Strongly agree	Mean	SD
SWOT analysis							
The county government reviews its strengths	4	6	9	48	31	3.980	0.903
The county government review weakness to improve on them	5	7	15	38	33	3.888	0.783
The county governments determine opportunities to capitalize on them	3	5	12	50	28	3.969	0.895
The county government identify threats and find ways to mitigate them	1	8	8	45	36	4.092	0.933
Swot analysis guides the county government to achieve set objectives	2	6	14	52	24	3.918	0.885
DEFINING STRATEGIES							
The county government documents the strategies that guide in goal achievement	5	6	10	47	30	3.929	0.873
Strategy definition enhances employees understanding of set strategies	3	11	15	40	29	3.827	0.740
Every department in the county government understand what should be achieved	7	10	12	36	33	3.796	0.757
Strategy definition enhances the understanding of vision and mission	4	4	10	55	25	3.949	0.955
Strategy definition enhances the understanding of set goals	6	9	11	51	21	3.735	0.843
REVIEW AND ADJUSTMENT OF STRATEGIES							

There are adequate periodic reports to review the strategic plans in the county government	3	5	14	39	37	4.041	0.870
Strategies review is used to document the status of strategic plans	6	8	11	45	28	3.827	0.811
There is regular data collection on review of the strategic plans	3	6	14	51	24	3.888	0.867
Strategic review helps in handling challenges that arise and make the necessary adjustments	7	8	13	45	25	3.745	0.772
Strategies review guides in looking for opportunities to improve service delivery	2	10	10	54	22	3.857	0.905
STRATEGIES IMPLEMENTATION							
Implementation in the county government is done in a systematic manner	5	8	12	41	32	3.888	0.807
Proper policies and procedures in regard to the strategy implementation of help in service delivery	6	9	15	36	32	3.806	0.738
Good organization structures help in the strategy implementation and hence service delivery	3	7	11	57	20	3.857	0.950
Sufficient and effective communication of the organization strategy to all departments enhances strategy implementation	5	5	16	41	31	3.898	0.793
Adequate resources are allocated in strategy implementation and help in service delivery	2	6	12	50	28	3.980	0.893
STRATEGY EVALUATION							
There are adequate periodic reports to evaluate the execution of the strategic plans in the county government	6	8	12	54	18	3.714	0.881
The strategy implementation periodical progress reports are used to document the status of strategic plans	3	5	16	38	36	4.010	0.839

There is regular data collection on evaluation of the strategic plans	5	9	10	44	30	3.867	0.823
Strategic evaluation helps in handling challenges that arise after strategy implementation	4	6	13	62	13	3.755	1.025
Strategic evaluation guides in looking for opportunities to improve service delivery	7	7	10	45	29	3.837	0.827

The results in Table 4.1 on swot analysis show that the respondents agreed that the county government identify threats and find ways to mitigate them as indicated by ($m = 4.092$, $SD = 0.933$), the county government reviews its strengths ($m = 3.980$, $SD = 0.903$), the county governments determine opportunities to capitalize on them ($m = 3.969$, $SD = 0.895$), swot analysis guides the county government to achieve set objectives ($m = 3.918$, $SD = 0.885$) and the county government review weakness to improve on them ($m = 3.888$, $SD = 0.783$).

The results on defining strategy depicted that the respondents agreed that the county government documents the strategies that guide in goal achievement ($m = 3.929$, $SD = 0.873$), strategy definition enhances the understanding of vision and mission ($m = 3.949$, $SD = 0.955$), strategy definition enhances employees understanding of set strategies ($m = 3.827$, $SD = 0.740$), every department in the county government understand what should be achieved ($m = 3.796$, $SD = 0.757$) and strategy definition enhances the understanding of set goals ($m = 3.735$, $SD = 0.843$).

On review of strategies, the respondents agreed that there are adequate periodic reports to review the strategic plans in the county government ($m = 4.041$, $SD = 0.870$), there is regular data collection on review of the strategic plans ($m = 3.888$, $SD = 0.867$), strategies review

guides in looking for opportunities to improve service delivery (m = 3.857, SD =0.905), strategies review is used to document the status of strategic plans (m = 3.827, SD = 0.811) and strategic review helps in handling challenges that arise and make the necessary adjustments (m = 3.745, SD = 0.772).

The results on implementation shows that the respondents agreed that adequate resources are allocated in strategy implementation and help in service delivery (m = 3.980, SD = 0.893), sufficient and effective communication of the organization strategy to all departments enhances strategy implementation (m = 3.898, SD = 0.793), implementation in the county government is done in a systematic manner (m = 3.888, SD = 0.807), good organization structures help in the strategy implementation and hence service delivery (m = 3.857, SD = 0.950), and proper policies and procedures in regard to the strategy implementation of help in service delivery (m = 3.806, SD = 0.738).

The results of strategy evaluation depict that the respondents agreed that the strategy implementation periodical progress reports are used to document the status of strategic plans (m = 4.010, SD = 0.839), there is regular data collection on evaluation of the strategic plans (m = 3.867, SD = 0.823), strategic evaluation guides in looking for opportunities to improve service delivery (m = 3.837, SD = 0.827), strategic evaluation helps in handling challenges that arise after strategy implementation (m = 3.755, SD = 1.025) and there are adequate periodic reports to evaluate the implementation of the strategic plans in the county government (m = 3.714, SD = 0.881).

4.4 Service Delivery

The respondents were asked to indicate their level of agreement on the following statements about service delivery in the County Government of Nairobi. Table 4.2 shows the results.

Table 4.2: Service Delivery

	Strongly Disagree	Moderate	agree	Strongly Agree	Mean	SD
RELIABILITY						
The county government services are reliable	7	7	16	25	43	3.918 0.873
The county government is reliable in providing solutions to citizens problems	2	8	10	56	22	3.898 0.944
Effective community between employees ensures provision of better services to the target audience	6	9	12	50	21	3.724 0.823
The county government regularly check on public feedback to help improve on services	2	2	12	64	18	3.959 1.080
There is a positive culture built among employees to enhance service delivery	3	6	9	50	30	4.000 0.922
ASSURANCE						
Citizens are providing with honest information about the county activities	7	5	9	54	23	3.827 0.922
The county government is transparency about the services it provides	5	8	15	56	14	3.673 0.905
Citizens confidential data is usually protected	5	10	13	24	46	3.980 0.936
Citizens are treated with dignity, patience, and respect	2	7	14	45	30	3.959 0.835
The county government is open and honest while communicating to the public	6	9	11	51	21	3.735 0.843
EMPATHY						
The county government has customized responses to citizens	6	8	11	53	20	3.745 0.875
Employees add few sentences in response to citizens to acknowledge the specific problem mentioned	9	9	12	47	21	3.633 0.769

The citizens are unusually informed on how raised issues are being addressed	5	7	20	45	21	3.714	0.735
When responding to citizens queries, they are made to feel that they are cared for	7	5	13	43	30	3.857	0.810
Employees apologize in case they make an error when responding to citizen matters	6	6	16	41	29	3.827	0.762
RESPONSIVENESS							
Employees meet deadlines on the tasks given to them	8	10	14	48	18	3.592	0.764
Citizen complaints are handled timely	6	6	11	50	25	3.837	0.863
Employees are available for the citizens during the times and channels that they prefer.	4	7	17	47	23	3.796	0.786
The county government utilizes multiple channels of citizens service	2	4	9	69	14	3.908	1.169
The county employees acknowledge the receipt of complaints and inquiries immediately	5	8	16	27	42	3.949	0.860
EMPLOYEE SATISFACTION							
Employees diligently offer services to the public	5	5	13	42	33	3.949	0.841
Employees are given incentives to help them perform their duties better	2	6	16	51	23	3.888	0.858
Employees are provided with all resources they need to undertake their duties	5	7	12	34	40	3.990	0.875
Employees are allowed to give suggestions on how service can be improved in the county government	5	5	14	57	17	3.776	0.937
Employees are rewarded for their good performance	2	6	9	59	22	3.949	1.004

Table 4.2 shows that there is a positive culture built among employees to enhance service delivery ($m = 4.000$, $SD = 0.922$), the county government regularly check on public feedback

to help improve on services (m = 3.959, SD =1.080), the county government services are reliable (m = 3.918, SD = 0.873), the county government is reliable in providing solutions to citizens problems (m = 3.898, SD = 0.944), and effective community between employees ensures provision of better services to the target audience (m = 3.724, SD =0.823).

From the findings on assurance, the respondents agreed that citizens confidential data is usually protected (m = 3.980, SD =0.936), citizens are treated with dignity, patience, and respect (m = 3.959, SD =0.835), citizens are providing with honest information about the county activities (m = 3.827, SD = 0.922), the county government is open and honest while communicating to the public (m = 3.735, SD = 0.843) and the county government is transparency about the services it provides (m = 3.673, SD = 0.905).

The respondents agreed that when responding to citizens queries, they are made to feel that they are cared for (m = 3.857, SD = 0.810), employees apologize in case they make an error when responding to citizen matters (m = 3.827, SD = 0.762), the county government has customized responses to citizens (m = 3.745, SD =0.875), citizens are unusually informed on how raised issues are being addressed (m = 3.714, SD =0.735), and employees add few sentences in response to citizens to acknowledge the specific problem mentioned (m = 3.633, SD = 0.769),

Further, employees meet deadlines on the tasks given to them (m = 3.592, SD = 0.764), citizen complaints are handled timely (m = 3.837, SD = 0.863), employees are available for the citizens during the times and channels that they prefer. (m = 3.796, SD = 0.786), the county government utilizes multiple channels of citizens service (m = 3.908, SD = 1.169), the county employees acknowledge the receipt of complaints and inquiries immediately (m = 3.949, SD = 0.860).

The respondents are in agreement that employees are provided with all resources they need to undertake their duties (m = 3.990, SD = 0.875), employees diligently offer services to the public (m = 3.949, SD = 0.841), employees are given incentives to help them perform their duties better (m = 3.888, SD = 0.858), employees are rewarded for their good performance (m = 3.949, SD = 1.004) and employees are allowed to give suggestions on how service can be improved in the county government (m = 3.776, SD = 0.937).

4.5 Correlational Analysis

The correlational analysis was conducted by use of Pearson moment correlation to determine how the independent and dependent variable are related. The study determined whether there was a link between strategic planning practices and service delivery in Nairobi County Government. The results were demonstrated in Table 4.3.

Table 4.3: Correlational Results

		Service delivery	Strategic planning practices
Service Delivery	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	98	
Strategic planning practices	Pearson Correlation	.879**	1
	Sig. (2-tailed)	.000	
	N	98	98

The results show that strategic planning practices had a strong positive correlation with service delivery in Nairobi County Government (correlational coefficient = 0.879). Further, the association of strategic planning practices and service delivery was significant (p-value 0.001 < 0.05).

4.6 Regression Analysis

The regression analysis was conducted to examine strategic planning practices impact on service delivery in Nairobi County government, Kenya.

4.6.1 Model Summary

The model summary was employed to examine how changes in the independent factors affected the dependent variable. It was used to analyze the variation of service delivery due to change in strategic planning practices. Table 4.4 shows the results.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.772	.768	.2721

The findings indicate that the adjusted R square was 0.768. This indicated that there was 76.8% variation in service delivery due to changes in service delivery. The remaining 23.2% implies that there are other factors affecting service delivery in Nairobi County Government that were not part of this model.

4.6.2 Analysis of Variance

ANOVA was used to determine if the data utilized in the study is significant. Table 4.5 shows the results.

Table 4.5: Analysis of Variance

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.806	1	12.806	71.021	.001 ^b
	Residual	17.310	96	0.180		
	Total	30.116	97			

The results show that the significance value was 0.001 which was less than 0.05. Hence, the model was significant. Further, the f-calculated (71.021) was greater than the f-critical (3.940) from the f-distribution tables. This implies that the model is suitable in determining the effect of strategic planning practices and service delivery in Nairobi County government, Kenya.

4.6.3 Beta Coefficients

The coefficient results were shown in Table 4.6. The regression model was fitted as follows;

$$Y = 0.859 + 0.381X_1$$

Table 4.6: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.859	.152		5.651	.001
1 Strategic planning practices	.381	.104	.299	3.663	.001

The equation shows that holding strategic planning practices at a constant service delivery was 0.859 units. The results also show that strategic planning practices had a significant and positive association with service delivery in Nairobi County government, Kenya (B = 0.381, P = 0.01). The results also show that an increase of strategic planning practices by a unit would result to an increase in service delivery in Nairobi County government by 0.381 units.

4.7 Discussion of Findings

The findings indicated that the county government conducts an analysis to identify threats and find ways to mitigate, review strengths, determine opportunities to capitalize on them and achieve set objectives. The findings showed that the county government strategy definition enhances the understanding of vision and mission, set strategies and understanding of set goals.

Further, findings revealed that there are adequate periodic reports to review the strategic plans in the county government, there is regular data collection on review of the strategic plans, strategies review guides in looking for opportunities to improve service delivery and strategic review helps in handling challenges that arise and make the necessary adjustments. Omar (2019) found that the association of strategic planning and the level of service delivery to citizens is positive.

The study found that in the Nairobi County government adequate resources are allocated in strategy implementation and help in service delivery, sufficient and effective communication of the organization strategy to all departments enhances strategy implementation, good organization structures help in the strategy implementation and hence service delivery, and proper policies and procedures in regard to the strategy implementation of help in service delivery. The findings also revealed that there is regular data collection on evaluation of the strategic plans, strategic evaluation guides in looking for opportunities to improve service delivery, strategic evaluation helps in handling challenges that arise after strategy implementation and there are adequate periodic reports to evaluate the implementation of the strategic plans in the county government. Oludele (2021) found that strategic planning is a dynamic approach used to formulate, implement, evaluate and control of strategies in order to be able to accomplish the strategic goal of the business.

The results also showed that strategic planning practices had a significant and positive link with service delivery in Nairobi County government, Kenya. An increase of strategic planning practices by a unit would result to an increase in service delivery in Nairobi County government. Mirembe (2021) revealed that strategic planning has a considerable impact on

service delivery. Kefa (2018) Found that decisions, direction, and goal setting had a significant beneficial influence on strategic planning and performance of the firm.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AN RECOMMENDATIONS

5.1 Introduction

This chapter cover's the study summary of findings, conclusions and recommendations. The study aim was to determine the strategic planning practices influence on service delivery in Nairobi County government (NCG), Kenya.

5.2 Summary of Findings

The study found that county government conducts an analysis to identify threats and find ways to mitigate, review strengths, determine opportunities to capitalize on them and achieve set objectives. It was also established that the county government strategy definition enhances the understanding of vision and mission, set strategies and understanding of set goals. Further, the study revealed that there are adequate periodic reports to review the strategic plans in the county government, there is regular data collection on review of the strategic plans, strategies review guides in looking for opportunities to improve service delivery and strategic review helps in handling challenges that arise and make the necessary adjustments.

The study found that in the Nairobi County government adequate resources are allocated in strategy implementation and help in service delivery, sufficient and effective communication of the organization strategy to all departments enhances strategy implementation, good organization structures help in the strategy implementation and hence service delivery, and proper policies and procedures in regard to the strategy implementation of help in service delivery. It was also established that there was regular data collection on evaluation of the strategic plans, strategic evaluation guides in looking for opportunities to improve service

delivery, strategic evaluation helps in handling challenges that arise after strategy implementation and there are adequate periodic reports to evaluate the implementation of the strategic plans in the county government. The study revealed that strategic planning practices had a significant and positive association with service delivery in Nairobi County government, Kenya. Hence, an increase of strategic planning practices by a unit would result to an increase in service delivery in Nairobi County government.

5.3 Conclusions

The study found that strategic planning practices at the Nairobi County government involves analysis of strategies, strategy definition, strategy review and adjustment, strategy implementation and strategy evaluation. This implies that these components work together to achieve the anticipated service delivery. It was concluded that strategic planning practices is a significant factor of ensuring service delivery at the Nairobi County government.

The study also found strategic planning practices had a significant and positive connection with service delivery in Nairobi County government, Kenya. The results showed that an increase of strategic planning practices by a unit would result to an increase in service delivery in Nairobi County government. It was concluded that strategic planning practices had a positive influence on service delivery at the Nairobi County government.

5.4 Recommendations

Strategic planning practices significantly affects service delivery at the Nairobi County government. The county leadership should ensure that the strategic plan aligns with the county's development goals, objectives, and available resources. Also, key stakeholders should be involved, including the public, to establish clear priorities. Further, the county government

should allocate resources (financial, human, and technological) based on the strategic plan to enhance service delivery. This may involve budget adjustments to prioritize essential services. The study also recommends for the implementation of performance measurement systems and regularly monitor progress. Use Key Performance Indicators (KPIs) to track service delivery efficiency and effectiveness.

The study suggests that the county government should promote transparency in budgeting and spending to reduce corruption. Also, there is need to establish mechanisms for citizens to access information and participate in decision-making processes. Also, the county government should frequently provide training and development of county government staff to improve their skills and competencies. This can enhance service quality and efficiency. The county government can encourage integrated service delivery, especially for sectors like health, education, and public safety. This can reduce duplication of efforts and streamline services. There is need to embrace technology to automate processes, improve data collection, and streamline service delivery. Leverage digital platforms to enhance transparency and accessibility. The study suggest that the county government ought to develop a risk management strategy as part of the strategic plan to identify potential obstacles and devise mitigation measures for service delivery disruptions.

5.5. Limitations of the Study

The study was limited to strategic planning practices and service delivery in Nairobi County government. The research mainly employed primary data obtained using questionnaires. Hence, the investigator could not verify the respondent's honesty. Also, using secondary data can provide deeper insights. The study was limited to establish the influence of strategic planning practices and service delivery in Nairobi County government in Kenya.

5.6 Suggestions for Further Research

The purpose of this study was to investigate the impact of strategic planning practices and service delivery in NCG, Kenya. The study suggests a study on comprehensive assessment of the performance of Nairobi County government over a specific time frame, analyzing key performance indicators related to service delivery. An investigation on the perceptions of various stakeholders, including residents, businesses, civil society organizations, and government officials, regarding strategic planning effectiveness in improving service delivery. Understanding these perceptions can shed light on areas that may need improvement. An examination of how resources are allocated and budgeted for in Nairobi County government.

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APPENDICES

Appendix I: Questionnaire

Part A: Demographic Information

1. Kindly indicate your gender

Male () Female ()

2. How long have you been working at Nairobi County Government?

1 – 5 years ()

6 – 10 years ()

Above 11 years ()

Part B: Strategic Planning practices

4. Indicate your level of agreement on the following statements regarding strategic planning practices in the County Government of Nairobi.

1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree

	1	2	3	4	5
SWOT analysis					
1. The county government reviews its strengths					
2. The county government review weakness to improve on them					
3. The county governments determine opportunities to capitalize on them					
4. The county government identify threats and find ways to mitigate them					
5. Swot analysis guides the county government to achieve set objectives					
DEFINING STRATEGIES					
6. The county government documents the strategies that guide in goal achievement					

7. Strategy definition enhances employees understanding of set strategies					
8. Every department in the county government understand what should be achieved					
9. Strategy definition enhances the understanding of vision and mission					
10. Strategy definition enhances the understanding of ste goals					
REVIEW AND ADJUSTMENT OF STRATEGIES					
11. There are adequate periodic reports to review the strategic plans in the county government					
12. Strategies review is used to document the status of strategic plans					
13. There is regular data collection on review of the strategic plans					
14. Strategic review helps in handling challenges that arise and make the necessary adjustments					
15. Strategies review guides in looking for opportunities to improve service delivery					
STRATEGIES IMPLEMENTATION					
16. Implementation in the county government is done in a systematic manner					
17. Proper policies and procedures in regard to the strategy implementation of help in service delivery					
18. Good organization structures help in the strategy implementation and hence service delivery					
19. Sufficient and effective communication of the organization strategy to all departments enhances strategy implementation					
20. Adequate resources are allocated in strategy implementation and help in service delivery					
STRATEGY EVALUATION					
21. There are adequate periodic reports to evaluate the implementation of the strategic plans in the county government					
22. The strategy implementation periodical progress reports are used to document the status of strategic plans					
23. There is regular data collection on evaluation of the strategic plans					
24. Strategic evaluation helps in handling challenges that arise after strategy implementation					
25. Strategic evaluation guides in looking for opportunities to improve service delivery					

Part C: Service Delivery

5 Indicate your level of agreement on the following statements about service delivery in the County Government of Nairobi.

1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree

	1	2	3	4	5
RELIABILITY					
1. The county government services are reliable					
2. The county government is reliable in providing solutions to citizens problems					
3. Effective community between employees ensures provision of better services to the target audience					
4. The county government regularly check on public feedback to help improve on services					
5. There is a positive culture built among employees to enhance service delivery					
ASSURANCE					
1. Citizens are providing with honest information about the county activities					
2. The county government is transparency about the services it provides					
3. Citizens confidential data is usually protected					
4. Citizens are treated with dignity, patience, and respect					
5. The county government is open and honest while communicating to the public					

EMPATHY					
6. The county government has customized responses to citizens					
7. Employees add few sentences in response to citizens to acknowledge the specific problem mentioned					
8. The citizens are unusually informed on how raised issues are being addressed					
9. When responding to citizens queries, they are made to feel that they are cared for					
10. Employees apologize in case they make an error hen responding to citizen matters					
RESPONSIVENESS					
11. Employees meet deadlines on the tasks given to them					
12. Citizen complaints are handled timely					
13. Employees are available for the citizens during the times and channels that they prefer.					
14. The county government utilizes multiple channels of citizens service					
15. The county employees acknowledge the receipt of complaints and inquiries immediately					
EMPLOYEE SATISFACTION					
16. Employees diligently offer services to the public					
17. Employees are given incentives to help them perform their duties better					
18. Employees are provided with all resources they need to undertake their duties					

19. Employees are allowed to give suggestions on how service can be improved in the county government					
20. Employees are rewarded for their good performance					

THANK YOU FOR YOUR PARTICIPATION