STAKEHOLDER INVOLVEMENT IN STRATEGIC PLANNING PROCESS AT
THE SAMBURU COUNTY COUNCIL, KENYA

BY
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DECLARATION

This management research project is my own original work and has not been submitted for a degree in any other university.

Signed .................................. Date 15-11-2012

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Special thanks go to my Research Supervisor Dr. Vincent Machuki for his wise and consistent guidance, encouragement, mentoring and comments that saw me overcome the challenges pertaining to the plan, structure and shaping of the work.

I would like to thank my Jolene and Helen in Kisumu Camp for keeping me updated during my studies despite living in far area. I would like to thank staff of...

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

Signed .................................. Date 17-11-2012

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First of all, I give thanks to Almighty God for the strength and ability he has given me to undertake this operation. I wish to express my sincere appreciation to my wife Jane who has been with me all along throughout the MBA program through her wise support and encouragement.

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God bless you all.
DEDICATION

This study is dedicated to my loving family, Jane, longerua and Naisisa and my parents my late father parsula and my mother Senteyian Lenapeer for their relentless efforts to educate me despite their means of resources. To Brother Fred who has been my role model in our family and who made sure that I was taken to school when I was looking after our animal and never knew what was school.

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ABSTRACT

Strategic planning involves using a systematic criteria and rigorous investigation to design competitive strategies that enable the firm to find a position in the present environment by formulation, implementation (practice) and control of formally documented organizational expectations. This process requires that relevant stakeholders are involved in it for it to be a success. For this purpose the researcher conducted a research to establish stakeholder involvement in the strategic planning process in Samburu county council. The study had two objectives namely: to establish the existence of strategic planning practices adopted at Samburu county council and to determine the extent of stakeholder involvement in the strategic planning process. The study adopted a case design to conduct the study. The study found that the main stakeholders who were involved in the strategic planning process of Samburu county council were: community members, local NGO’S, members of staff, business community and the government. The study found that the management of Samburu county council involved these stakeholders in preplanning, formulation of the mission and vision statements, formulating cultures and policies, formulating of guiding principles to undertake operations, conducting environmental surveys and identifying strategic issues. The study recommended that the management at Samburu county council sees to it that they maintain the high level of stakeholder participation in the strategic planning process. The study was limited to using questionnaires as the sole method of data collection. The study was also limited by the busy schedule of the respondents who were HODs of various departments.
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ABREVIATION AND ACRONYMS

CDF    Constituency Development Fund
HOD    Head Of Department
KARA   Kenya Alliance of Residents Association
LATF   Local authority Trust fund
NGO    Non-governmental organization
SCC    Samburu county council
CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Organizations have long recognized that for success to be sustained, a strategic fit between the organizational goals and capabilities and the changing, unpredictable and complex social and operating environment is required. In order to attain this fit, a focused cooperation between all the stakeholders of the organization is needed. There is need for the strategic planning and practicing to be properly managed and maintained in full participation. To cope with changes in the global environmental, organization must actively and effectively involve all stakeholders in all their business in order to achieve their objectives (Ansoff, 1991)

1.1.1 Strategic Planning Process

The approach of stakeholder emphasizes the need for requisite relationship with all people who are interacting with the organization. Sustainability of this cooperation depends on how open or honest in sharing critical issues in the operations of the organization. It is important to know character of each stakeholder within the organization so that managers understand the stakeholders who are operating within or outside the organization.

Stakeholder involvement in strategic planning process at the county council is a topic of growing interest (National Research Council 2001). An important lesson learned from the design and implementation of county council around the world is that social factors are the primary determinants of the success of county council (Mascia 2003), making stakeholder involvement an essential ingredient. However, most agencies dealing with
Samburu county council are just beginning to learn how to design and conduct effective county council participatory processes. Over the past 30 years, public participation not only has produced decisions that were responsive to community interests and values, but also has helped resolve user conflicts, build trust, and educate the public about the. While there is growing awareness of the need for involvement, there is a lack of understanding of the implications of increased involvement, as well as of how to improve the process. Therefore, stakeholder involvement during strategy formulation becomes vital for the success of the organization. It is against this background that this study sought to find out the extent of stakeholder involvement in strategic planning at Samburu county council.

1.1.1 Strategic Planning Process

Strategic management, strategic planning and stakeholders involvement are key areas that organization in the global demanding environment usually put a lot of resources and efforts in. According to Pearse and Robinson (2008) strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company’s objectives.

Strategic management is iterative, ongoing process to position firm for competitive environment in its ever-changing environment. The managers must understand and appreciates desire of key organization stakeholders, the industry environment and firm position relative to its stakeholders and industry (Harrison Carron, 1994). This knowledge helps managers to set performance goals and direct organization resources to address the felt needs of target population and satisfies the stakeholder. Managers must have ongoing
relationship with internal and external stakeholders whom they gather information from. They make key decisions to allocate resources to felt needs areas and this must with full participation of all key stakeholders (Harrison Carron 1994). Stakeholder management is the process of managing the expectations of anyone that has an interest in a project or who will be effected by its deliverables or outputs. Any successful organization requires a high degree of stakeholder management. It is important to understand the values and issues that stakeholders have in order to address them and keep everyone on board for the duration of the project.

Stakeholders managements begins with identification of stakeholders, defines their characteristic for instance influence, interest they have, potentials, threats and importance to the company or organization. Stakeholders in their collaboration must be involved in decision making, project initial stages, implementation, planning and communicated when changes occurs to ensure proper communication (Freeman, 2010).

The understanding of stakeholder’s management and their contribution is fundamental for success in any organization. This is because they posses information, resources and expertise needed for strategy formulation and implementation and they also control relevant instruments (Friedman 2010).

Strategic management is social and political process where conflicting interests and powers interact. This process should involve all stakeholders, internal and external, who have control or influence in the organization’s recourses. It is necessary involvement of
all stakeholders where their inputs are required to avoid conflict in the later stages during implementation. This also ensures that the right decisions are made to allocate resources in the right areas according to the felt needs of the target population (Freeman, 2010).

Strategic planning on the other hand has been defined as the process by which an organization uses a systematic criteria and rigorous investigation to design competitive strategies that enable the firm to find a position in the present environment by formulation, implementation (practice) and control of formally documented organizational expectations (Porter, 2009; Mintzberg, 2004; Pearce and Robinson, 2008). The strategic planning process involves formation of vision and mission statement, undertaking of situational analysis, and finally strategy formulation and choice are implemented, monitored and evaluated (Pearce and Robinson, 2008). Once formulated, strategies are implemented, closely monitored and evaluated (Porter, 2009).

The objective of strategic planning is to align an organization’s activities with its environment, thereby providing for its continuing survival and effectiveness. Firms face increased environmental change such as more globalization and competitive markets. Grant, (2005) argues that firms benefit from strategic planning. These benefits can be achieved when all stakeholders are involved at strategic planning. Without a strategy, an organization is like a rudderless ship (Thompson, Strickland and Gamble, 2008). The result of a coherent strategic planning process is a blueprint that defines organizational activities and resource allocation required to accomplish organizational strategic objectives. More formally, strategic planning is the collective set of actions that afford an
organization a good shot at a competitive advantage that is sustainable for a period of time (Slocum, 2005).

Although strategic planning is important, what is more important is how it is practiced in different organization. It cannot have a universal application across the board as different firms face unique challenges and different levels of environmental turbulence. Bryson (2008) suggests that the nature of organizations in the non-profit or public sector prevents exact duplication of the private sector strategic planning process. More numerous stakeholders, conflicting criteria for performance assessment, public accountability, and the social service nature of non-profit organizations tend to make replication difficult between sectors (Cholula et al, 2005).

Having a fostered participation of all the stakeholders in an organization is important in the strategic planning process to ensure focus and commitment to mission and vision of the objectives of the organisation. Mintenez (2004) established that most organisation have blue prints of strategic planning process but what sets aside good performing organisation to poor performing organisation is the inclusivity of the implementation of the strategic plans. Mintenez (2004) established that the best performing organizations are those that have optimally included all the necessary stakeholders in the process of achieving their vision. Pearce, Robinson and Mital (2008) explained that all organizations exist as open systems.
They are affected by external conditions that are largely beyond their control but which present them with opportunities, threats and constraints. Therefore, to successfully overcome the external and internal challenges the organisation needs to observe that the strategic planning process is not the responsibility of the organization managers alone. A firm in competitive situations, its strategic process must involve not only management but also involve the customers, staff, competitors, suppliers, creditors and government of the organisation (Pearce, Robinson and Mital, 2008).

The global competition has created difficulty environment for organization to operate business alone. Privates and public organization are forced to look for partners in order to find a position in the global environment and win their interest and support (Robinson, 2008). The aim of this process is to manage and involve full participation of all interested stakeholders and other interested parties to ensure sustainability of implemented project and the long terms success for the organization. (Freeman 2010) suggest that stakeholders approach emphasizes active management of business environment, shared interest and relationship.

Stakeholders are people who have interest in organization that operates within their environment, either internal or external. Stakeholders may include; Employees, target population, government, local authorities, customers, development partners, suppliers and State Corporation. Most organization fail to excel due lack of stakeholder involvement. This is because they fail to address stakeholders’ needs and interest in their plans. All stakeholders need to be involved and fully made to participate in any organization that
need bright change for better future. Stakeholders also need to told their importance contribution and called in all processes (Carnall, 2007).

1.1.2 Stakeholder Involvement

Different authors have given different definitions of a stakeholder depending on the context being talked about. For instance in the context of business organizations, Andrew (2006) defines a stakeholder as any party that contributes inputs to an enterprise and who, as a result, have at risk investments that are highly specialized to the investment. Blair also defines a stakeholder as a person, individuals or groups that have ownership, rights or claims in a corporation and its activities.

In the case of stakeholders in the strategic planning process, Johnson et al (2004) defines a stakeholder as a person who may either: have insight or experience in the strategic plan, will be impacted by the strategic plan, have information, experience, or insight that will be helpful in developing the plan, may be in a position to either support or block progress of your plan, have a vested in interest in the strategy, are final decision makers or people who must approve the plan, will implement any aspect of the plan, need to be informed of the plan or have been champions or critics of your work in the past.

Johnson et al (2004) therefore defines stakeholder involvement in the strategic planning process as the process of including the views and the contribution of the stakeholders in the process of designing, execution and evaluation of the strategic planning practices. Additionally Victor (2007) defined stakeholder involvement as the empowering
participants within and outside an organization’s environment to make decisions that influence the organizations practices and outcomes. Victor (2007) explains that to empower the stakeholders, the leaders should be able to be clear and honest about the goals of the organizations with the stakeholders and build their capacities to ensure that they are successful in their contributions towards attainment of the goals.

Lori (2008) explains that stakeholder involvement is very important for success of any strategic planning process. This is so if it is practiced among all the stakeholders early and consistently. He says that stakeholder involvement is meant to achieve the following major goals: brings out fairness in the planning and implementation process of the strategic plan, foster a two way dialogue between the stakeholders before any decisions are made and to encourage the development of long term strategic and collaborative relationships among the stakeholders.

1.1.3 Local Authorities in Kenya

The Omamo Commission of Inquiry on Local Authorities (1995) defines Local authorities as system of government whereby the state allows the establishment of local units of government with powers and authority to make local decisions on matters that affect the local communities and to mobilize local resources for implementation or execution of the decisions made (Omamo, 1995). Local authorities have a mandate to provide the following basic services to the community: water and sanitation, health, education, general infrastructure, security, employment and other economic activities. The Local Authority system has 175 Local Authorities composed of one city council
(Nairobi), forty five municipal councils, sixty seven county councils and sixty two town councils.

In Kenya, the local government have begun to recognize that planning is necessary in order to maintain their own responsive to a rapidly changing environment that include aging facilities, changing technology, changing demography and rising cost among others.

According to (ALGAK; 2006), there are internal and external stakeholders in the management of the local authorities. The internal stakeholders include Association of Local Government Authorities of Kenya, LAProFund and LAP Trust, Kenya Local Government Workers Union, Association of Local Government Employers and Federation of Kenya Employers. While external stakeholders include: the community, the Kenya Alliance of Residents Association (KARA), UN-HABITAT, Cities Alliance and Other Development Partners.

1.1.4 Samburu County Council

Samburu County council is located in Samburu County. It covers an area of roughly 21,000 km² (8,000 mi²) with a population of 223,947. The council has a total workforce of 300 staff who are distributed over 10 departments namely Engineering department, Education, Administration, Social Services, Environment department, Marketing, Wildlife and Public Health. Due to the need to harmonize the operations of the department and to achieve synergy, the Samburu County council has initiated various
plans intended to foster corporation among the various departments and to improve corporation of the staff and the general public. Such plans include the annual general meetings of the stakeholder, public barazas and establishing a public relations office to coordinate and articulate the views of the public and the operations of the council so as to achieve its key objective of delivering quality services to Samburu residents. The council has also sought to involve staff members, the business community, the government, development NGOs, the CDF committee, members of the public and external professional consultants in the process of planning and implementing of the strategic planning process from the design to the implementation stages of the plans; this is according to the Samburu county council strategic plan of the year 2007 to 2012 (Samburu County Council strategic plan, 2007 - 2012).

1.2 Research Problem

A stakeholder involvement in strategy should establish the objectives of stakeholder engagement through the plan preparation process and indicate how the involvement of stakeholders is achieved at each stage of the plan preparation/dissemination process. It should indicate how the process of policy making will be undertaken and transparency delivered. As part of delivering transparency, the strategy should be made publicly available. The strategy should include the vision for stakeholder engagement and the details of purpose, players, methods and responsibility. Guiding principles include inclusivity, transparency, appropriateness, clarity and comprehensiveness (Wilson, 2000).
One aspect to be addressed in the production of the SMP is the means of engaging stakeholders to improve the efficiency and effectiveness of their involvement and to avoid disputes in the Local government. Involvement of stakeholders strives to help Samburu County Council respond actively to challenges and within external and internal environment to enhance sustainability and ownership. The Samburu county council in its strategic plan for the years 2007 to 2012 called for among other things, Innovative Initiatives from Samburu County Council, hard work from the staff of Samburu County Council, more revenue generation and increased participations of citizens. The reason why the Samburu County council felt the participation of citizens, the county council management and the development stakeholders in the strategic planning process is important was because there was need for improved performance of the local authority in terms of service delivery to the citizens and the need for creation of awareness by the development stakeholders such as the citizens, the donors, the management and other staff on the state of the development projects done by the local authority. The challenge facing County Council is lack of sustainability and awareness.

Scores of Scholars have studied different aspects of strategic change management and other related activities. Key among those who have carried out such studies include; Victor (2007) showed that corporation between educators and business leaders in the planning process can create reform measures that contribute to positive results for both parties.. John (2007) gives also examined the contribution strategic planning on the success of private and public institutions. Mbogo (2003), Nyamache (2003), Mutuku (2004), Ndope (2007), Nyororo (2007) and Kisinguh (2006). However, a review of all
these studies shows that there is no empirical work done in the area of stakeholder involvement in strategic change management process, with the exception of the study by Kisinguh (2006), which addressed shareholders involvement in the strategic change management in public organizations. Thus the study of stakeholder’s involvement in strategic planning practices at the Samburu county council in Kenya has not been undertaken therefore creating a knowledge gap which this study endeavors to fill. This research seeks to find out how stakeholders are involved in strategic planning practices at Samburu county council. This is the gap that this study will seek to fill by examining the stakeholder involvement in the strategic planning practices at Samburu county council. Specific issue that will be addressed in the study will be to find out the actual strategic planning processes that are present in Samburu County council. To what extent are stakeholders involved in strategic planning?

1.3 Research Objective

The objectives of this study were;

(i). To establish the strategic planning practices adopted by Samburu County Council, Kenya.

(ii).To determine the extent of stakeholder participation in the strategic planning process at Samburu County Council, Kenya.

1.4 Value of the Study

There is a lot of demand on stakeholder’s involvements in strategic planning but there is less literature on involvement of stakeholders in Local authorities, especially County
councils in Kenya. This demand comes from competitive markets and global environment changes. By the end of this study the findings will be very valuable in three fronts namely policy building on the involvement of stakeholder in strategic planning, developing literature on stakeholder involvement in strategic planning and improving of the management practices that ensure more involvement more of stakeholders in strategic planning process.

In contributing to policy development, the findings of this study will be valuable in assisting the stakeholders in formulating of the relevant policies for strategic planning that will see that more stakeholder are involved in the strategic planning process. The strategic planning process in Samburu county council should be improved to break away from a longstanding trend of passivity where the local authority heads were involved with nearly everything in the planning process. The findings of this study will enable the Samburu county council to know which practices are not implemented, which are poorly implemented and know the level of stakeholder participation in the strategic planning process. This will ensure that the policy makers in the county council implement the relevant policies that will ensure that not just more but relevant stakeholders are involved in the strategic planning process and that the institution adopts strategic planning practices in its operations. This will ultimately ensure that the county council ensures that they break from the longstanding trend of passivity whereby the heads were the only ones involved with the strategic planning.
The findings of this study will add value to the management process as it will point out the stakeholder participation in the strategic planning process and its importance in Samburu County. Knowing this will ensure that the management of Samburu county council to enhance the inclusiveness of their strategic planning process by involving more relevant stakeholders in the strategic planning process or reducing the contribution of stakeholders who contribute little to the strategic planning process. As mentioned this study will seek to establish the stakeholders that have been either well or poorly involved in the strategic planning process. This will ensure that the management adopts relevant efforts or practices that will see that not just more stakeholders are involved in the strategic planning process but relevant stakeholders are involved.

Lastly this study will be important in providing literature to future researchers on the aspect stakeholder participation in the strategic planning process in the local authorities. This is important since it is a subject that has not been widely explored and for that reason the findings of this study will be very important in contributing to the body of knowledge.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter established the theoretical framework for strategic planning practices. It defined key terms and practices through definitions and terminology, and identified the type of studies and models. It described the theory, the methodology and gaps the research intended to fill.

2.2 The Concept of Strategic Planning

Strategic planning is a corporate managerial practice by means of which a set of processes are undertaken in order to define a range of strategies that will contribute to the achieving of the local government’s mission statement. A great variety of definitions of strategic planning have been expressed in the literature. Grant (2005) provides an extensive review of the strategic planning history from “long range planning” until the current debates between “strategic management” and “strategic thinking”. Bryson (2008) claims that meeting the mandates and fulfilling the mission should result from strategic planning, which is defined as producing fundamental decisions and actions that shape and guide what the organization is, what it does, and why it does it. The objective of the strategic planning processes is to design competitive strategies that enable the firm to find a position in the present environment (Porter, 2009), and to go beyond perceptions of the current situation to distinguish the enterprise into the future.

Since the environment is continually changing, strategic planning is a continuous process in the local government. It is the process by which local governments derive a strategy to
enable them to anticipate and respond to the changing dynamic environment in which they operate. In a dynamic local government environment, the plans of many principals are constantly in the course of modification, revision and refinement. So as Mintzberg (2004) declares, emergent or actual strategy can diverge from planned strategy. Parallel to the abundance of strategic planning definitions, there are many different models about how strategic planning has to be overcome by the local governments. Nevertheless, many of these models are very similar and it can be considered that a reasonable degree of consensus does exist on a normative model of the strategic planning and management processes.

2.3 Strategic Planning Practices

According to Bresser and Bishop (2003), strategic planning practice is the product of the best minds inside and outside the corporation. The process considers future implications of current decisions, adjusts plans to the emerging business environment, manages the business analytically, and links, directs, and controls complex enterprises through a practical, working management system. Strategic planning practice involves formulation of vision and mission statement, performance of situational analysis and finally strategy implementation and choice (Pearce and Robbinson, 2008).

The formality of strategic planning has been associated with the field of strategic planning from its earliest foundation. The early developments significantly include that of Andrews (Ansoff, 1965). According to Bresser and Bishop (2003), formalization is the degree to which the norms of the organization are explicitly defined. He further
distinguished between “formalization”, referring to whether these norms are written down in manuals and other documents. Formality in strategic planning requires explicit practices. The reason of having strategic planning written in detail is to ensure strategic planning process receives commitment from those who are affected by it and to allow an explicit evaluation and clearly specify objectives is part of the formal strategic planning (Armstrong, 1982).

Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of the functional areas in the organization and have a direct influence on the administrative and operational activities and are vitally important to the long term health of an organization (Shirley, 1982). Although strategic planning is important, what is more important is how it is practiced in different organizations. Many organizations keep on redefining their mission and vision statements, organize seminars and include consultants to formulate strategies so as to achieve competitive advantage and be able to deal with the unexpected environmental changes.

Strategic planning practices is important as it leads to customer focus, quality management, technology strategies, research and development, production operation strategy, human resources strategies and financial strategies, performance of the organization of the organization achievement must be supported by strategic decisions. According to Bryson (2004), strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization or other
identity is what it does and why it does it. It allows organization allows organization to anticipate and deal with dynamic and rapidly changing environment and accounts for allocation of resources.

2.3.1 Pre-Planning

Several studies listed pre-planning as a critical component of their local government strategic planning processes (Brown and Marshall, 2007; Cook, 2005; D'Amico, 2008; Strategic Planning Roundtable, 1993; Valentine, 1991). Also known as "planning to plan," this preliminary phase sets up the strategic planning processes (D'Amico, 2008).

The pre-planning phase includes the internal and external stakeholders. According to Institute of Economic Affairs (2009) the internal stakeholders in the local government context in Kenya include: the local government management, Association of Local Government Authorities of Kenya (ALGAK), LAProFund and LAP Trust, Kenya Local Government Workers Union and Association of Local Government Employers and Federation of Kenya Employers, while the external stakeholder include: Kenya Alliance of Residents Association (KARA), NGOs, the central government and the community.

During the pre-planning stage, the views of the external and internal stakeholders concerning the status of the local government and the vision seek to achieve are discussed and a plan on what can be used to arrive at it is discussed (Brown and Marshall, 2007). From feedback received of the internal and external stakeholders regarding the relevant data, the management of the local authority decides whether it is necessary to start planning for a strategic planning process keeping in mind the feasibility (Strategic Planning Roundtable, 2003). If the stakeholders favor that it is worthy to start planning for a strategic plan, the management then informs the same stakeholder on the logistics
that will be involved in the processes. If the stakeholders still think it is feasible to start planning considering the logistics then both the management and the stakeholders engages in the planning process (D'Amico, 2008).

Rieger (2004), in his review of the benefits, criticisms, and obstacles of strategic planning in the local government context, reported that some of the most difficult hurdles facing change agents are related to stakeholders involved in the planning process. He further attributed local government leaders' frustrations with the planning processes stemmed from a lack of awareness of group processes, organizational dynamics, and the cognitive requirements associated with planning.

2.3.2 Vision and/or Mission Statements

A local governments vision articulates the position that the local government wishes to attain in the near future. It encapsulates the basic strategic intent. It is more dreamt of than articulated. It is a powerful motivation to action and is defined as a description of something in the future. While the essence of a vision is a forward looking view, a mission is what a local government is and why it exists.

Conley (2002) categorized most planning templates as having a vision or a mission statement. These terms can either be used interchangeably (Romney, 1996) or as separate and essential entities. Researchers (Blum and Kneidek, 2001) clearly differentiated the two terms. In their planning models, distinctions between vision and mission occurred as a result of their development in different planning stages. The vision statements served as catalysts for longer range and/or broader based aims, and mission statements focused
efforts towards shorter range and/or narrower based ends. In either case they comprise the guiding principles/core beliefs (Cook, 2005).

2.3.3 Environmental Scanning

Environmental scanning is a distinguishing feature of strategic planning from traditional and long-range planning models (Brown and Marshall, 2007). Through this process, the strategic planning team members see the organization as a whole in relation to its environment (Bryson, 2008). Environmental scanning consists of two sub processes, external and internal environmental analyses. According to Bryson (2005), these environmental scanning provides the strategic planning team with valuable information for subsequent stages in the planning process. (Kaufman et al. 2006) Suggest that analysis served as an organizational barometer by indicating environmental factors beneficial in determining the future strategies and tactics to be used in fulfilling the ideal vision. Local government strategic planners must conduct their internal and external analyses with complete objectivity as failing to deal with all arising issues in an open and frank manner severely detracts from the validity of the ensuing plan (Cook, 2005).

2.3.4 Strategic Issues Identification

The data obtained from the external and internal environmental analyses are utilized by the planning team to identify specific strategic issues. Basham and Lunenburg (2009) asserted that a critical analysis of the organization's external and internal environments provided information so that the planning team produced a statement of needs for the district. Kaufman et al. (2006) described this step in the strategic planning process as a "needs assessment."
According to Bryson (2005), strategic issue identification is the heart of the strategic planning process. Bryson further defined a strategic issue in public and non-profits organizations as a fundamental policy question or challenge affecting an organization's mandates, mission, and values; product or service level and mix; clients, users, or payers; or costs, financing, structure, or management.

2.3.5 Prioritizing Strategic Issues

Realizing that the identified strategic issues ultimately impact the district's deployment of resources, some local government strategic planning models (Bryson, 2005) suggested planning teams prioritize strategic issues according to some type of order. Suggested prioritizing bases included: logical (Bryson, 2005), second, temporal political; and financial Bryson (2005)

A logical basis for prioritizing include factors, such as, need for action magnitude and importance) rightness and usefulness) and impact on strengths/weaknesses (Mecca and Adams, 2001). Ranking based on temporal factors means assessing probable duration to resolve (Bryson, 2005) and/or urgency Political factors considered for purposes of prioritizing strategic issues include social costs (Kaufman et al., 2006) and political opportunities

Terms associated with financial concerns for ranking strategic issues are ability to respond (Cooper, 2005), the cost to meet (Kaufman et al., 2006), and available resources. Also, a sub process such as conducting a detailed cost/benefit analysis, as suggested by Valentine (2001), could aid planning team members' prioritizing efforts.
2.3.6 Strategic Issue Resolutions

The planning team is now charged with keeping current strategies and/or developing resolutions as responses to the derived strategic issues identified in the preceding step. The outcome of the strategic issues resolution step, according to Bryson (2005), does not necessitate or mandate change to occur in purposes, policies, programs, procedures, resource allocations, decisions, or actions. Patterns of practice represent an organization’s past and current strategies, and the status quo may, in fact, exemplify effective modes that can adequately address the named strategic issues. Many times, however, development is needed to sufficiently address strategic issue resolution.

The literature is bogged down within a semantic morass concerning the strategic issues resolution step within the broader strategic direction setting process. Various authors’ terminologies embedded in their models complicated the process picture. The major obstacle dealt with the use, or perhaps misuse, of the terms strategies, goals, objectives, and assorted combinations of these terms (i.e., strategic goals and strategic objectives). For example, Bryson (2005) asserted through his planning model that broad-based strategies to be developed at this point to address the emergent needs identified by the strategic issues. Other strategic planning models suggested that planning teams produce goals for the organization resulting from their collaboratively determined strategic issues (Brown and Marshall, 2007; Clay et al., 2009). Cook (2005) and Knight (2007) advocated writing objectives while Kaufman et al. (2006) supported the authoring of strategic objectives as responses to the planning team’s cited strategic issues.
2.4 Stakeholder Involvement in Strategic Planning

The moral and values for managing organization business is critical in stakeholders involvement. Stakeholder or shareholders are owners of the organization and the organization has binding duty put their needs first. The organization converts the inputs of investors, employees and suppliers into usable output which will return some benefit to the organization. Bryson (2006) States that the ideal size of strategic planning team is four to seven people and certainly no more than nine. The team should be representatives of large groups this is so because there is a trade - off between getting people involved and getting some result coming from the process. However the team needs to be as inclusive as possible. Keeping participants involved and highly engaged is the most important thing to the success of a strategic planning process as this increases ownership of the process by the stakeholders. Bryson (2006) says that an effective communication plan to keep participants informed of the strategic planning process is often very important for the process and the success.

Bryson (2006) says that the involvement of stakeholders in the strategic planning process needs to be guided by particular guidelines and timelines. If not, it is very important that you are the management of the strategic planning process is very clear about what specifically each stakeholder is supposed to achieve, his unique importance and the purpose of his involvement. This will ensure that the process of stakeholder involvement in the strategic planning process is not unnecessarily lengthy without achieving any meaningful results. Another important aspect that needs to be observed in the strategic
planning process is the stakeholders’ expectations. It is important that the expectations of the stakeholders in the strategic planning process are well managed and rationalized.

The stakeholders depending on the groups that they have been drawn from have different expectations about the outcomes of the strategic planning process. To be successful, the management of the planning process must think about these expectations before they start the process. Once they have completely though out this process they should clearly describe why the stakeholder involvement exercise is being carried out and how its joint results will be important.

The management of the process needs to be explicit about the strategy that is being used, what can change and what the options are. Explaining to the stakeholders on any constraints on what can be done at the beginning of the process is very important. The management should also not raise expectations where matters are pre-determined by other factors outside their control, for example, government statutes, policy or financial considerations (Borough Council, 2005).
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used in the study. This included the research design, data collection and data analysis techniques. This research design was successfully used by similar studies (Njoka 2010, Otieno 2009, Owour 2011).

3.2 Research Design

The study employed a case study design at Samburu county council. It is usually used to gather data when the area of study is where data is gathered from one study subject (Hellen, 2005). Since the study subject in this study is the Samburu county council, this study will use the case study to gather data. This involves an-in depth and comprehensive investigation of the County strategic planning process.

Case Study research method is defined as an empirical inquiry that investigates a contemporary phenomenon within its real-life context when boundaries between phenomenon and context are not clearly evident, and in which multiples sources of evidence are used (Yin, 1984).

Case study provided qualitative data in the area of study at Samburu County Council. Patton and Appleman (2003) argue that wherever case study is used, it gives more understanding of complex issues and it can increases knowledge and experience to what is already known from earlier researchers.
3.3 Data Collection

The data collection instruments were the interview guide. The research utilized qualitative data focusing on stakeholder’s involvement in strategic planning at Samburu county council. The primary data was planned and unstructured interview guide. This was collected using personal interviews.

The data for the analysis was obtained from the interviews of various senior employees. The interview schedule was administered to the respondents after getting their consent for participation in the study. After the respondents was finished responding, the researcher further checked for completeness in the research instruments to ensure no part has been skipped. The respondents were the town clerk, the head of departments and key stakeholders. The interview was on the stakeholder involvement in the strategic planning process at Samburu county council. Interview schedule was preferred because they allow for the researcher to probe the respondents to get more in depth information (Mugenda, 2003). Interview will also be carried during less busy hours of the day like earlier morning or late in the evening. This was to avoid interfering with the normal activities of the respondents.

The secondary data was collected through documents related to Samburu county councils such as stakeholder’s magazine, Newsletters, meeting minutes, Annual reports, workshops and Council publications. This help to give more information to strengthen the study.
3.4 Data analysis

The study used content analysis which was qualitative data that were collected through in-depth personal interviews. In analyzing both the objectives, the researcher explored the themes that will be arising from the responses of the respondents.

The data for the analysis was obtained from the interviews of various senior employees (as mentioned above) from different departments as directed. The result obtained were compared against each other in order to get a more revelation to stakeholder’s involvement in strategic planning at Samburu county council. The analysis of data collected was compared with the theoretical approaches in order to drive suitable conclusions. These conclusions were then be used to establish stakeholder’s involvement in strategic planning at Samburu county council.
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results, analysis and discussions of the data collected in the study. The purpose of the study was to assess the involvement of various stakeholders in strategic planning processes at the Samburu county council in Kenya. The study had two objectives namely to: establish the existence of strategic planning practices adopted at Samburu county council and to determine the extent of stakeholder participation in the strategic planning process at Samburu county council.

The study targeted 11 heads of departments and key stakeholders. The study however was unable to get 100% response rate. The study managed to get views from 10 respondents and other stakeholders meaning that the study managed a response rate of 90.91%. Cooper and Schindler (2005) indicated that a response rate of above 75% is sufficient for a social scientific study to proceed. The key stakeholder were; Councillor, NGO personnel, Ministry of Education official and one youth leader.

4.2 Strategic Planning Practices by Samburu County Council

The first objective of the study was to establish the strategic planning practices adopted by Samburu county council. The study began by investigating the stakeholders that were involved in the strategic planning process and how these stakeholders were involved in the planning processes of the Samburu county council. The respondents reported that community members were involved planning process of the Samburu county council.
through Public Barazas. In the public Barazas the representatives of the Samburu county council meet with the community members share views, get the opinion of the community on what they want implemented as the representatives of the council explain what they aspire to implement. From these Barazas the council eventually gets facts for the strategic planning for the council. The findings also established that respondents were of the opinion that the local non-governmental organizations were involved in the strategic planning process through meeting with representatives of various departments.

A local government’s vision and mission are motivation to action and is defined as a description of something in the future. While the essence of a vision is a forward looking view, a mission is what a local government is and why it exists. Environmental scanning is a distinguishing feature of strategic planning from traditional and long-range planning models. Through this process, the strategic planning team members see the organization as a whole in relation to its environment. Environmental scanning provides the strategic planning team with valuable information for subsequent stages in the planning process.

Local government leaders' frustrations with the planning processes stemmed from a lack of awareness of group processes, organizational dynamics, and the cognitive requirements associated with planning. During the pre planning stage, the views of the external and internal stakeholders concerning the status of the local government and the vision seek to achieve are discussed and a plan on what can be used to arrive at it is discussed. From feedback received of the internal and external stakeholders regarding the
relevant data, the management of the local authority decides whether it is necessary to start planning for a strategic planning process keeping in mind the feasibility.

The study found that Local authorities often misunderstand participatory strategic planning and partnership approaches to mean failure on their part to deliver services or interference in established institutional structures and decision-making processes by ‘outsiders’. There is therefore need to raise awareness among, and build the capacity of, civic leaders and local authority staff in participatory urban planning and partnership working. NGOs can play an important role in overcoming opposition to institutional and regulatory reform to this end. and institutional and regulatory frameworks should enable their participation in planning, decision making and implementation processes.

Local NGOs, just like the Council, are involved in developmental activities. The local NGOs too have blue prints and strategic plans for the development activities. These NGOs meet with the representatives of the specific departments where they share common development objectives and agree on how to harmonise their strategic plans. In most cases the council is involved as an implementing partner of the project; in this case they are the ones who implement the provisions of the strategic plan. The NGOs on the other hand are the overseers of the project, by just providing technical and logistical support.

The study also found that another party that was involved in the strategic planning process were the members of staff. The members of staff were involved in planning
process through departmental meetings at either the operational, tactical or strategic levels. The operational and tactical level discuss how to implement while the strategic level discuss about what to implement and plans on how it will be implemented by the technical and operational staff. Economic forums were organized to bring together the business community so that they could be part of the planning process. From the findings the respondents mentioned that the government was another stakeholder that was involved in the strategic planning process. The government was involved in the strategic planning process directly through approval of projects to be implemented in the strategic planning processes of the council.

On the same note, the respondents were asked to give their opinion if they were aware of any strategic planning processes by Samburu County Council. On this issue of staff involvement and awareness of the strategic planning process, the researcher established that the Samburu County Council involved staff in the planning process. This was because all the respondents confirmed that they were involved in planning processes at the county council, they also uniformly but independently agreed that Samburu County Council had vision and mission statements; a clear indication that the council practiced the strategic planning process of having a mission and vision statement. It was mentioned and captured by the researcher that the council had a culture and policies to increase the efficiency of operations. However a few disagreed this was possibly due to the fact those who disagreed did so because culture cannot be empirically established unlike the other strategic planning process that were documented.
The findings established that Samburu county council had guiding principles for undertaking the operations at the council, Conducted environmental surveys, identified strategic issues and finally had guidelines to increase stakeholders’ participation in strategic planning process. These were clearly documented in the strategic plan blue print of the organisation. From these findings it is evident that the respondents agreed that the county council of Samburu actually practiced strategic planning practices in its operations. It is therefore evident that the strategic planning practises were embraced at the Samburu county council.

4.3 Stakeholder involvement in Strategic Planning by Samburu County Council

The second objective of the study was to determine the extent of stakeholder involvement in the strategic planning process at Samburu county council. To achieve this objective the study started by investigating to what extent does the council planed for plans or pre-plans to its activities. The respondents were guided through filter interviews questions.

The question on the extent to which the Samburu County Council made plans or pre-plans for its activities was posed to the respondents all were of the opinion that Samburu County Council had to a high extent to made plans and pre-plans to its activities. The researcher further investigated the reasons why the respondents had in saying that the council was making plans for plan. The respondents indicated that it was mainly to ensure beneficial activities were directed to the community and the planners stuck to their
budgetary allocations. This is because without planning for the planning process the council can end up focusing resources on activities that are less important at the expense of the more important activities. However others responded that pre-planning process ensured that the council stuck with the budgetary allocation. This is because in the preplanning process is where budgetary allocation is decided for the various projects to be implemented in the strategic plan.

The study further investigated to what extent does the council make provisions for stakeholders to participate in the development of missions and vision statements. The findings established that there was active and purpose full use the statement of mission and vision in speeches and writing; but they were of the view that the county council could have made provisions for stakeholders to participate in the development of mission and vision statements at all levels. This according to the respondents would make the community have sense of ownership of the projects, and have accountability and support for the initiative. Given that most development projects are done at the community level it is important that the community is involved in the vision of the project and in the implementation of the project: the mission of the project. From this ownership of the projects the community does not look at the projects as the council initiative but as their own initiative. It also led to accountability among the stakeholders. This was so because if the stakeholders in the strategic planning process namely: Community members, Local NGO’s, Members of staff, Business community and The government were involved in the planning process then it led to them being obliged to see to it that the provision of the
vision and mission are implemented accordingly and efficiently; unlike in a situation whereby the mission and vision is only decided by the management alone.

The study then sought to establish what the heads of various departments felt about the extent to which Samburu county council included stakeholders in formulating and implementing long term objectives for the organisation. The Clerk outlined that the community and other stakeholders were heavily involved in the formulating and implementation of long term objectives. Involving stakeholders in formulating long term objectives to a high extent was important because it is to stakeholders such as the community and the government that projects for the council remain for a long time. So involving them in this long term objectives is very important for the sustainability of the project. This has helped to reduce poverty and illiteracy by increasing bursary and LATIF to the community and to create cohesion among members of the community by sponsoring and involving the community in sports activities.

Responses showed that the reason why Samburu county council formulated building principles was to ensure that the stakeholders in the strategic planning process stuck to the provisions laid down in the strategic plan. Developing and outlining good strategic plans during the preplanning process is important and so is the case when it came to formulating and implementing guiding principles. This was a main reason that the respondents give on why the council involved stakeholders in formulating guiding principles. The researcher went further and examined the extent to which the council formulated policies and culture to involve stakeholders.
The study further sought to establish the reason behind the Samburu county council's having culture and policies for involving the stakeholders. The main issues that came out were the fact that there was need to help the community to develop ownership of the strategic planning and implementation process, to help have accountability and responsibility of the community, and to ensure that there is more support from contribution of various stakeholders. Stakeholders are involved in carrying out environmental surveys, this is important for the county council because it is through environment scanning that the council is able to know the operations in the environment. The researcher then sort to establish how the council had involved stakeholders in conducting environmental surveys and this brought out facts that they were involved in the actual survey to establish the requirements of the community, in providing recommendation for the right place to find the right personnel and the right development partners. The developmental partners are generally the local Non-governmental organisations and community based organisations.

The question about to what extent the Samburu county council had the council authored compelling guidelines to ensure stakeholder participation in the strategic planning process was posed to the respondents. It was an important aspect in strategic planning to know if there were any compelling and mandatory guidelines were in place and to what extent was the council realizing it. Out of the total respondents majority of the respondents 8 (80%) gave their opinion that it had authored the council had compelling involving stakeholders to a very high extent with few respondents, in fact 2 (20%) respondents, felt
that the council had to a low extent of the council authored compelling guidelines to ensure stakeholder participate in the strategic planning process. The response on this question gave a mean of 3.6 interpreted that Samburu county council had to a high extent of authored compelling guidelines to ensure stakeholder participation in the strategic planning process.

4.4 Discussion
The study established that the majority of the of the respondents agreed to a great extent that Samburu county council applied the following strategic planning practices; develop of key strategies that contribute to the overall vision, development of specific measurable realistic and time bound strategic goals communication of organizational vision, mission and key policies, development of short and long term operational goals; subdividing goals and allocating sub-goals with careful attention to details, participating, schedules and milestones, monitoring and evaluation- measure the progress toward attaining operational and strategic goals with key performance indicators respectively. This is supported by Pearce & Robbinson, (2008) where they stated that strategic planning practices involve formulation of vision and mission statement, performance of situation analysis and finally strategy formulation and choice. Strategic decision determines the organizational relations to its external environment, encompass the entire organization, depends on input from all of the functional areas in the organization and have a direct influence on the administrative and operational activities and are vitally important to the long term health of an organization.
According to Byars (2001), a strategic plan is used to describe the steps taken by an organization in achieving its objectives and mission". In addition to this, Starkey (2004) points out that the mission is the first step of the strategic plan that defines the long-term vision of the organization. If an organization does not have a vision, then there is no reason for existing. The study established that majority of the respondents agreed to a great extent that their state corporations applied the following measures to improve the planning process and get optimal results from strategic planning process; strategy development is combined with capital allocation, and management team treats strategic planning as part of its daily responsibilities respectively.

Strategic planning is also seen to be inappropriate unless an organization has the skills, the resources and a commitment by key stakeholders to produce a worthwhile plan. However, many nonprofits do not have those skills, and key stakeholders are likely to be intensely distrustful of management techniques (Lindenberg, 2001). These problems are magnified because of the large number of stakeholders. Strategic planning is often undertaken to placate one group, such as a major funding body, at the expense of others, resulting in an unproductive process leading nowhere (Mulhare, 1999). Majority of the respondents rated that the state corporation were effective in developing effective strategies, provide employees with clear objectives and directions for the future of the organization, clarifying future direction, establishing priorities, improving organizational performance respectively.

Overall, it seems there is a tendency to adopt strategic planning as a panacea for organizational problems. Adopting planning for all the wrong reasons often leads to
the process either failing to provide a worthwhile plan, or the results being ignored. When the process fails, the cause is not seen as a result of adopting an inappropriate management tool, but an outcome of the lack of professional management. The study found that the community members were involved through public barazas, the local NGOs were involved in the strategic planning process through meetings with relevant HODs; the members of staff were involved in the strategic planning process through routine meetings in the organization and the government was involved in the strategic planning process through approval of projects. Strategy today is about coping with an uncertain environment in a highly competitive environment and this is true for local governments as well as for-profits organisation. However, for-profit organizations are adopting such tools as organizational learning.

Stakeholder or shareholders are owners of the organization and the organization has binding duty put their needs first. The organization converts the inputs of investors, employees and suppliers into usable output which will return some benefit to the organization. Bryson (2006) States that the ideal size of strategic planning team is four to seven people and certainly no more than nine. The team should be representatives of large groups this is so because there is a trade-off between getting people involved and getting some result coming from the process. However the team needs to be as inclusive as possible. The study found that there was need to help the community to develop ownership of the strategic planning and implementation process. The study also found that that the community and other stakeholders were heavily involved in the formulating and implementation of long term objectives. Involving stakeholders in formulating long
term objectives to a high extent was important because it is to stakeholders such as the community and the government that projects for the council remain for a long time. So involving them in this long term objectives is very important for the sustainability of the project. This is supported by Bryson (2006) who say that the involvement of stakeholders in the strategic planning process needs to be guided by particular guidelines and timelines. If not, it is very important that you are the management of the strategic planning process is very clear about what specifically each stakeholder is supposed to achieve, his unique importance and the purpose of his involvement.

A strategic plan is usually set by the top management echelon and has a time horizon consistent with the scanning abilities of the organization and set at the risk level that planners feel is appropriate for their organizations. The specifics of the plan should address questions of scope, resource requirements, competitive advantage, quality expectations, social responsibility issues, and synergy (Henry, 2004). Henry (2004) explains that no amount of elaboration will ever enable a formal process to take the place of managers who are fully engaged in their operations, or for that matter replace the critical and creative thinking that is necessary to create novel and innovative strategies. In the study the main stakeholders who were involved in the strategic planning process of Samburu county council were: community members, local NGO'S, members of staff, business community and the government.
CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings, gives a conclusion and further gives recommendations of the research findings. This chapter also gives the contribution of the research to the body of knowledge.

5.2 Summary of Findings

The study found that the main stakeholders who were involved in the strategic planning process of Samburu county council were: community members, local NGO’S, members of staff, business community and the government. The study found that the community members were involved through public barazas, the local NGOs were involved in the strategic planning process through meetings with relevant HODs; the members of staff were involved in the strategic planning process through routine meetings in the organization and the government was involved in the strategic planning process through approval of projects.

The study found that the management of Samburu county council involved these stakeholders in preplanning, formulation of the mission and vision statements, formulating cultures and policies, formulating of guiding principles to undertake operations, conducting environmental surveys, identifying strategic issues and authoring guiding principles.
The study found that the majority of the respondents agreed to a great extent that Samburu county council applied the following steps of strategic planning process; develop of key strategies that contribute to the overall vision, development of specific measurable realistic and time-bound strategic goals communication of organizational vision, mission and key policies, development of short and long term operational goals; subdividing goals and allocating sub-goals with careful attention to details, participating, schedules and milestones, monitoring and evaluation - measure the progress toward attaining operational and strategic goals with key performance indicators respectively.

The study found that the majority of the respondents agreed to a great extent that Samburu county council applied the following measures to improve the planning process and get optimal results from strategic planning process; strategy development is combined with capital allocation, and management team treats strategic planning as part of its daily responsibilities respectively.

5.3 Conclusion

The study found that the stakeholders were involved in the strategic planning processes to a high extent. Specifically the stakeholders were involved in pre-planning so as to ensure only beneficial activities were implemented in the community and that the management adhered strictly to the budgetary allocation. In the case of stakeholders participation in the formulation and implementation of the development of the vision and mission statements the study found that this was done to ensure that the community
owned the project, to ensure accountability of the stakeholders and to ensure more support in the project as a result of the contribution of the many stakeholders.

The study established that the long term objectives for the Samburu county council were to create good cohesion among the communities by sponsoring and involving the whole society in sports, eradicate of illiteracy by issuance of LATIFFS and bursaries and to reduce poverty level at the community by employing some of them. The study established that the communities were involved in guiding principle of the Samburu county council for the sole purpose of assisting them adhering strictly to the provisions and requirements of the strategic plans.

The study recommended that the Samburu county council should seek to ensure that they involved stakeholders in the strategic planning process were: to ensure community ownership of the strategic planning process, to ensure accountability of the stakeholders and to ensure that there is more support from contribution of various stakeholders. On the issue of involvement of the stakeholders in the environmental scanning and found that the communities were involved as respondents in the environmental surveys. The environmental surveys were conducted to know the developmental needs and requirements of the community, to know on the right places to source for staff and to know places to source the right development partners. In the case of how the council involved stakeholders in identifying strategic issues, the study found that they were involved in planning meetings. The study also found that the stakeholders were involved
in identifying strategic issues through contributing to draft policies that guide the development process.

5.4 Recommendations for policy and practice

The study recommends that the management of Samburu county council sees to it that they maintain the high level of stakeholder participation in the strategic planning process. This will be important in improving accountability and fostered partnership in the strategic planning process.

5.5 Limitations of study

The study was limited to using interview guide as the sole method of data collection. The researcher overcame this challenge by having the guide capture both closed ended and open ended questions. This was important for a more in depth collection of data.

The other limitation was focusing only Samburu county council. This limit information collection from one council only as compared to many other County council which could
give different view of stakeholders involvement. The respondents who were involved in the study were the head of departments. The other limitation was that the its was only limited to stakeholders involvement in Samburu county council as compared to assessing stakeholders all over the Samburu county. This could general views of all stakeholders in Samburu County.

5.6 Suggestions for further Study

The study suggested that in future researchers should do the same research in other county councils so as to compare with the findings of this study and in future researchers should conduct the same study but include the views of the stakeholders so as to have a more inclusive study.

The study also suggested areas for further study the following ways; there is need to carry the same study in other parts of the country to find out whether the same results will be obtained. A study research should be carried on stakeholders involvement in small and medium organisation in the county.
REFERENCE


APPENDIX

APPENDIX 1: INTRODUCTORY LETTER

Dear Sir/Madam,

This interview schedule is designed to gather information on the stakeholder involvement in the strategic planning at Samburu County Council. Being one of the staff of Samburu county council you are requested to participate in this important exercise. Please keep in mind that there is no answer considered in this study as right or wrong. You are also free to withdraw your consent of participation at any time.

Your responses shall also be treated confidentially. The result of this survey will appear in the form of statistical reports. After 3 months of study completion, this schedule shall be destroyed.

Thank you for assistance and participation.

Yours sincerely,

Moses Lenapeer

(Student)

Dr Vincent Machuki

Lecturer/Supervisor

Dept. of management Science

University of Nairobi
APPENDIX 2: CLERK INTERVIEW SCHEDULE

The purpose of this study is to understand the stakeholder participation in the strategic planning process. Being the town clerk you are requested to participate in this important exercise. Thank you for assistance and participation.

1. How long have you been a staff in this organisation?

2. Do you have a strategic plan?

3. How have you involved the members of the public in the development of the strategic plan?

4. How have you involved the staff of this institution in the development of the strategic plan?

5. What other stakeholders have you involved in the strategic planning process?

6. How are these stakeholders involved in the strategic planning process?

7. Which stakeholders are included in pre-planning process of your activities?

8. How have they been involved in the preplanning process?

9. Do you have a mission and vision statements?

10. Does your institution have long term objectives that seek to increase stakeholder involvement in the planning process? Explain

11. What are the guiding principles that your organisations have that seeks to increase stakeholder involvement in the strategic planning process?
12. Does your organisation have culture and policies for running its operation? Explain

13. How and which stakeholders have you involved in the implementation of the culture and policies that run your operations?

14. Does your organisation conduct environmental surveys to seek for opportunities?

15. How have you involved the stakeholders in this process?

16. Does your organisation identify strategic issues that need the inclusion of stakeholders in the planning process? Explain

17. What priority has your organisation given to stakeholder participation in the strategic planning process? Explain

18. Has your organisation authored compelling guidelines that seek to stakeholder participation in the strategic planning process?
APPENDIX 3: STAKEHOLDERS ANALYSIS

Samburu County Council realizes that it will take more stakeholders to make a positive difference in the lives of the communities in Samburu district. The council will therefore strive to forge deliberate working relationship with district stakeholders on joint action.

It has therefore identified a number of organizations and institutions with whom it will partner and collaborate with in its endeavour to improve service delivery. These include the government line ministries, arid land lands resource management programme (ARLMP), Maralal Town Council, Ministry of Education, livestock association, the Samburu West and East Constituency Development Committee, NGOs, CBOs, and faith based organizations.

The Council will continue to enhance its collaboration and partnership so as leverage. The key areas of cooperation include advisory and technical services, presentations and peer review, best professional practices and accountability, information exchange, sharing and networking professional leadership and training and human resource development.