

**STRATEGIC PLANNING PRACTICES ADOPTED BY  
MIGORI COUNTY GOVERNMENT IN KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT  
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**DECLARATION**

This project is my original work and has not been presented for the award of a degree in this University or any other Institution of higher learning for examination.

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This project has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

This project is dedicated to my family members for their support and encouragement.

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## ABSTRACT

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, has a direct influence on the administrative and operational activities, and is vitally important to the long-term health of an organization. This study was guided by the Resources Based Theory (RBV) and the Resource Dependence Theory (RDT) to planning which is designed to encourage clearly defined outcomes at every step of the change process. The purpose of this study was to determine the Strategic Planning Practices by Migori County Government in the Republic of Kenya. The study adopted the case study research design in addressing the objectives of the study. Basically a case study is an in-depth study of a particular situation rather than a sweeping statistical survey. It is the method preferred in narrowing down a very broad field of research. The study used an interview guide for data collection. The researcher interviewed senior staff of Migori County Government involved in strategic planning in the headquarters at Migori town. The study found that the strategic planning practices in Migori County include stakeholder engagements such as Kenya National Chamber of Commerce and industry (KCCI), all government ministries, Private sector representatives and staff. The study found that Strategic Planning facilitates better decision making policies through consensus on key issues and strategies to address them, commitment to, and capacity for, implementing the strategies, clearer communication of priorities, improved cooperation among those pursuing strategic objectives, and more effective management control of strategic initiatives. The study revealed that Migori County faces challenges in the implementation of strategic plans and that the departmental culture of Migori County ministries affected strategy implementation. The study recommend that there should be development of a strategic plan process to ensure appropriate focus on both the pre- and post-implementation challenges and should build employee trust and gain their commitment to the core values and objectives of the organization.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Strategic planning is inextricably interlocked into the entire paradigm of management: it is a different and exclusive from the process of management (Steiner, 1999). Strategic planning is structured to assist businesses, public and non-profit enterprises (and communities) to effectively respond to new prevailing occurrences. It is an organized system that produces fundamental decisions and actions aligning the situations and direction of an enterprise (or other entity's) situations within the acceptable legal domains. These decision mainly are concerned with an organization's mandate, mission and service or product level and mix, financing, cost, organizational structure and management (Jarzabkowski & Balogun, 2009).

Strategic planning is viewed as significance in communicating for both internal and external organization's strategy. It is necessary for gathering, analysing and interpreting data to ascertain its strategic importance and diverse acceptable choices; delivering reasonable judgements among significant decision makers about effective, focused actions with supplementary initiatives like new, changed or discarded policies, programs, and projects; addressing efficient means to pertinent organizational issues or challenges present and in the anticipated future; promoting regular organizational learning; and diversing important and continuing public value (Thompson, 2007).

The strategy concept is focused on various associated concepts; resource-based strategy, strategic capability, strategic intent, competitive advantage, strategic goals and strategic plans, and lastly strategy management (Mintzberg, 2003). The procedure of determining



where you want to be and also deciding on what you ought to do to reach there is referred as strategic planning, and it's vital for any given organization.

At the inside, it emphasizes on the adjustments of particular policies to particular identified situations. The strategy term focuses on various related meanings and various authors have expressed free opinions on its usage quite idiosyncratically. The game theorists perceive strategies to have distinct action or rules for selecting actions in a complex situation, for the same strategy “long-term” or “high level” planning, while others view it as addressing only the broad range issues of “mission” (Chakravarthy & White, 2002).

The crucial strategic planning practices in Migori County government which are implemented aim at employing a personnel that adheres to the Migori County Government core values and vision; improving the working environment to motivate staff, effectiveness and efficiency; realizing the projected revenue targets through a revamped strategy enforcement, newly diverse systems to enhance the collection of revenue in departments with less cess tax compliance and ensuring upgrading of compliance within the SME, sector; and improving customer service delivery by ensuring proper bench-marking measures are in place (Electoral Institute for Sustainable Democracy in Africa, EISA, 2013).

### **1.1.1 The Concept of Strategy**

Strategy is the means and direction of an enterprise over the long term that achieves competitive advantage in a turbulent environment through its utilization of firm's resources and competence with the goal of achieving the stakeholders' anticipation. It is

focused on determining the sustainable competitive advantage, its sustainability, not by technical ways but by undertaking an overall long-term perspective (Johnson, Scholes & Whittington, 2009).

In strategy, managers mean their large-scale anticipated future plans for countering competitive environment to realize the organization's objectives (Pearce & Robinson, 2013). A strategy is an organization's or firm's game plan. A strategy is a set of specific ways of doing things. Mostly, a strategy operates through a set vision that has a long term aim to be achieved in the future. This indicates that a strategy is mostly concerned with an organization's long-term goals. This is achieved by analysing strategic strengths, weaknesses, opportunities and threats (SWOT) that an organization encounters. This eventually assists an organization to establish its actual position on its operations and to define the anticipated analysis in turn allows an organization to have the know-how of reaping maximum benefits on its opportunities and strengths. On the other hand, the company must also formulate strategies that will assist it, address its visible weaknesses and be able to overcome rivalry threats (Anderson, 2004).

### **1.1.2 Strategic Planning Methods**

Strategic planning is a technique in management that is more concerned with ensuring the organization remains financially stable and also capable of maintaining its reserves. It is an organized planning process with various number of stages that determine the current status of a company including its objectives, mission, future vision, operating values, needs (strengths, weaknesses, opportunities, and threats), aims, preferred actions and strategies, action plans, and effective monitoring plans (Capon, 2008).

Strategic planning appears similar to the business planning process, but has differences in several major ways. The major distinction is that strategic planning is actually more of a technique in planning with the intention of having the organization thinking strategically with a perspective of long-term anticipation, while business planning derives from the strategic planning process and clarifies on the necessary short-term steps needed to achieve the anticipated future. The significant threat found in both processes is using a strategic mind-set, where the organization tends to emphasize on the outcome to be achieved (Bryson, 2011).

Young (2003) asserts that strategic planning is an official but adjustable process to establish an organization's current position and its anticipated future. Young (2003) further identifies six activities used in strategic planning process as follows; the formulation of a vision for the future that clarifies the main purpose of an organization, its values and its boundaries; organization's situational analysis, this comprises of a 'stakeholder analysis' which comprises of person's analysis, group or companies whose interests and concerns are vital to the overall strategic practices; the formulation of general goals, specific targets or aims, performance measurements to ascertain the progress of the organization, this will focus on organizations, specification of tactical "action" strategies to depict the measures to be adopted to achieve the goals and objectives; the implementation of specific operational plans; and lastly an evaluation aspect to monitor and amend the overall strategic approach as it operates.

Strategic decision making processes as logically patterned functions that permit management to analytically establish an ideal strategic route for the entire organization. It has been viewed as the development of decision making regulations that direct

organization's future actions. Centralized strategic planning methods are formulated to incorporate functional roles and co-ordinate organization's long-term actions that are deemed to facilitate corporate adaptation (Bartlett & Ghoshal, 1998).

Grant (2003) notes that strategic planning cycle begins with an assessment of the organization's external environment, coupled with drawing of assumptions and guidelines. This is followed by drawing of business plans for discussion with corporate executives. These are then revised and approved for adoption. Environmental analysis is part of the process that scans the organization's internal and external environment.

Strategic planning is seen as significant for communicating an organization's strategy both externally and internally (Mintzberg, 1995). Organizations are laying increased focus on planning as a way of accelerating communication, participation and incorporating common goals. The turbulence in the environment poses a major challenges to the managers while planning, thus the need to undertake an environmental scanning both internally and externally. External environmental scanning assists to ascertain the possible opportunities and threats in turn the one of internal environment assist to establish the possible weaknesses and strengths (Anderson, 2004).

Strategic planning can attribute to increased performance by providing adequate information, by creating a clear understanding of the pertinent environment, and in minimizing uncertainty (Hodgetts & Kuratko, 2001). The organization's environment offers enterprises with opportunities, threats and constrains that mandate them to diverse specific strategies to assist them in accomplishing their market requirements. Environmental forces are constantly fluctuating every time thus rendering a gap in the

market that require to be filled by the most competitive firms. An organization should have formulated strategies that will assist it to face turbulent dynamics of the environment in order to diverse a competitive advantage and diverse sustainability that results to the growth of the future. Organizations can be adversely affected by both external and internal environment (Johnson et al., 2009).

Strategic planning if properly formulated controlled and implemented should yield positive strategic management. Strategic management tackles strategic thinking as a viewed concept for running any organization and depicts strategic planning as a tool around which all other control systems budgeting, reward, information and organization can be merged. Strategic planning specifically encompasses the allocation of firm's resources to planned activities in a means to achieve a set of business aims in a turbulent competitive environment (Pearce, Robinson & Mital, 2012).

### **1.1.3 County Governments in Kenya**

The current Kenya's constitution of 2010 ushered in modern way of governance, replacing the old traditional centralized method with a new devolved system of governance. This new system comprises of a national government and 47 (forty seven county governments). The County government consists of; the executive of the county comprising, the governor being the figurehead, the deputy governor and the county executive committee of which its composition will be determined by the portfolios necessary for each specific County government. The governor is the only one faces the ballot, while the deputy governor is the official running mate of the executive committee, the county assembly and decentralized units (EISA, 2013). The systems and structures for

the administration and management of the county government are contained in section 20, 21, 22 and 23 of the Constitution of Kenya 2010.

#### **1.1.4 Migori County Government**

The County is in the former Nyanza Province of South Western Kenya. Migori town is the County's capital with demographic area of 2,596.5 square kilometres, and a population of 917,170 (2009 population census). It comprises of some eight sub-counties, these are; Nyatike, Rongo, Suna-East, Suna-West, Awendo, Uriri, Kuria-West and Kuria-East. These sub-counties have a total of forty (40) wards distributed as follows; Suna-West (4), Suna-West (4), Nyatike (7), Uriri (5), Rongo (4), Kuria-East (5), Kuria-West (7) and Awendo (4).

Migori County government comprises of the following nine departments; department of public service administration and management, finance and economic planning, department of environment, department of health, department of lands and housing, department of education, youth, sports, culture, social services and water, livestock and fisheries, department of trade, department of roads, public works and energy, department of agriculture.

Migori County strategic planning as envisaged in their strategic plan 2013 – 2018 stipulates that its overarching goal is to accelerate its service delivery in line with the country's anticipated vision 2030 strategy. This will make the county among the leading counties in the country's overall economic development achievers (EISA, 2013).

## **1.2 Research Problem**

Strategic planning has long been used as a mechanism of transforming and revitalizing government ministries, state corporations, government agencies, non-government organizations (NGOs) and non-profit enterprises. It is evident that no organization can exist in a state environment. Economic, political and social trends continue to grossly impact on offerings and services demand (Bryson, 1995). The major objective of a strategy is to offer a competitive advantage in a rivalry market. It also targets to provide sustainability in the prevailing market and even in the turbulent environment. The dynamic environment poses major challenges to the firm's managers while planning resulting in them undertaking an environmental analysis first hand. The dynamism in environmental changes is a major challenge in planning for managers forcing them to initiate external and internal environmental scanning assists to establish the resultant threats and opportunities while internal environment scanning aids in determining the expected strengths and weaknesses (Thompson, Strickland & Gamble, 2010).

Some challenges are legal in nature where the constitution created very many supervisory organs and in some cases the law is not clear, others are financial in nature where expectations outstrips the revenue, the transfer of finances is done elsewhere at the national treasury and the public are unwilling to pay more taxes; there are also political challenges where the county executive is serving under different political parties, the public are sometimes unwilling to play their participatory roles, there are also conflicts about resources, boundaries and jurisdiction; the transition clauses were not smooth with counties inheriting huge liabilities and bloated workforce with no skills and finally there is resistance and sabotage from those who lost power at local and national level.

Several local studies have been undertaken on this major topic of strategic practices, these include; Opano (2013) undertook a study on the Kisii County's Government in Kenya on its strategic planning and implementation practices. The study was able to establish that county strategic plan was also given to civic leaders as well as professionals and community leaders for scrutiny and review. Wachira (2014) studied strategic planning practices at Laikipia County, Kenya. The study found that strategic planning at Laikipia County was formal and that the vision and mission statement, and strategic plans at the county were formally documented. Chogo (2015) undertook a study on strategic planning practices by Kajiado County Government in Kenya. The study found out that Kajiado County was actively involved in strategic planning, and it was formal and the vision and mission statement, and strategic plans were formally documented.

All these identified studies were quite relevant to the foregoing fields but none of them was able to depict the strategic planning practices as envisaged by these respective counties. Therefore a knowledge gap exists on strategic planning practices at Migori County Government. This necessitates the need for this research study to be undertaken. It is on this basis that this particular study will be undertaken to address the given question, which are the strategic planning practices adopted by Migori County government towards accomplishing its economic and service delivery activities.

### **1.3 Research Objectives**

This study was guided by the following objectives:

- i) To identify the strategic planning practices by Migori County Government.
- ii) To determine the benefits of strategic planning practices for Migori County Government.



iii) To establish the challenges facing Migori County Government in implementing its strategic planning practices.

#### **1.4 Value of the Study**

The findings of this study will be beneficial to different groups of Kenya's citizens. The management of Migori County will benefit substantially from this research study, since it will assist the management in effective strategic planning. They will be able to determine whether the existing strategic plan that is being used by the County is adequate and effective in ensuring that problems are identified and addressed early enough before they impact negatively on the county. They will also serve to inform both current and future strategic planners on formulation, control, implementation and evaluation by the county.

Academicians and researchers will be the major beneficiaries from this study as it greatly enhance the field of knowledge for the strategic planning and specifically on how public sector and county governments strategically respond to strategic planning challenges in their environment. This study will also apply to policy, theory and practice by emphasizing that organizations employ corporate, business and functional level strategic planning in response to environmental challenges.

This study will also be important to county government as its documentation and evaluation of Migori County's Government strategic planning practices will serve as a reference point for similar or related studies in other county governments. In addition other stakeholders such as public sector organizations, government ministries, government agencies, state corporations and the national government whose interests lie in delivering quality public service will benefit a great deal.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter emphasizes on past literature from various authors, editors, composer, researchers and scholars. The major discussion points are based on the theories and foundations of strategic planning, strategic planning concepts, benefits accrued from strategic planning processes and practices, and the challenges facing strategic planning practices.

#### **2.2 Theoretical Foundation**

This study's theoretical foundation is the theory of change approach, a Resources Based Theory and Resource Dependence Theory (RDT) to planning that is designed to facilitate outcomes that are quite clear at every stage of the change process. The intended users need to point out some particulars on the nature of the desired change, this includes the target population, the level of change needed to indicate success and the expected duration for the change to occur (James, 2011).

Resource based theory is a theoretical framework for understanding how competitive advantage within a firm is achieved through resources and how that advantage might be sustained over time (Pearce, Robinson & Mital, 2012). This theory further states that a successful enterprise must have sufficient resources to use. This theory will be used to explain how the availability of resources can create a competitive advantage and hence contribute to successful strategic practices (Dollinger, 2003).

Resource Dependence Theory contends that firms have inadequate resources; they struggle to get and maintain resources from their external environment. These resources are purely managed by external actors' demands on the enterprise. These particular actors assume particular advantages in their relationship with enterprise and have powers to control and manage these resources (Hillman, Withers & Collins, 2009).

Resource dependence theory is pegged on the notion that resources are vital for the success of an organization and that power is derived from their access and control. Resources are frequently managed by organizations and not necessarily by organizations requiring them, meaning that strategies must be keenly considered to have proper maintenance to the resources open access. The challenge to the organization is to actively and efficiently manage competing and incompatible market demands (Pearce et al., 2012).

Theory of Change (TOC) is both a process and a product a process and should therefore be viewed as an on-going discussion process based on analysis and learning that results in significant insights to support programme strategy, design, implementation, evaluation and impact assessment, effectively communicate via narratives and diagrams which require constant updates. The theory of change notion is adopted in describing rationales and how activities work, but also to explore new ways on critical thinking, discussion and challenging of major narratives for stakeholders benefit. The theory of change has a dynamism in process of critical thinking, it facilitates clarity and transparency of the initiative, it underpins strategic planning. It is formulated in a participatory manner over time, following a logical structure that is comprehensive and elaborate, and that can attain a quality test by the stakeholder (Funnel & Rogers, 2011).

### **2.3 Strategic Planning Processes and Practices**

Strategic planning in a business is equivalent to a rally driver's road map. It is an implement that shows the routes that should be followed to achieve business success as per the wishes of the owners and stakeholders. Just like the rally route, strategic plans encounter diversions and obstacles that require adjustments and re-routing as the implementation of the plan is effected (Al Ghamdi, 2005). Strategic planning is a procedure of an organization, if it's well-tailor-made and of significance, and derived from the top; and takes into consideration external and internal environment around it, eventually yields success.

Strategic planning process significantly contributes to firm's performance by providing crucial information which eventually facilitates reasonable understanding of the turbulent uncertainty (Hodgets & Kuratco, 2001). Schewenk and Shrader (1993) contend that strategic planning should be viewed with seriousness by firm managers of small enterprises. In the absence of whether planning is highly complex, or facilitated by outsiders; or simply attained despite constraints in resources.

Strategic planning practice is the means of future planning by taking into consideration strategies that are more appropriate, and focusing the challenges in the ideal strategic direction (Thompson, 2007). Most decisions encountered by businesses are of strategic nature and therefore entail a measure of strategic planning. Strategic matters need appropriate management decisions, enormous firm's resources, often affect the organization's long term prosperity, are future oriented, usually result in multifunctional and multi business results, thus they need consideration of the company's internal and external environment. Strategic planning aids in formulating strategies that focus on all

the above identified issues. All these affected by the plan in one way or another should actively be involved in the planning process.

Strategic planning is a way of management that assists enterprises to improve their performance by making sure that all their members are working towards achieving the same objectives and by constantly aligning the direction of the organization to the obtained results (Thompson et al., 2010). The organization's success is developing the right fit between its internal strengths and weaknesses and the external opportunities and threats emanating from the turbulent prevailing environment. The major assumption is that organizations are required to be environmental receptive for them to be effective, which is subject to constant changes; they must clearly understand the changes and formulate decisions commensurate with these environmental changes (Bryson, 2011).

Strategic planning is not a silent technical exercise that spells out what objectives are to be attained in the future, and the resultant actions to be undertaken. It requires an international sense of purpose and feasible direction for aiding the implementers in formulating daily selections on the actions and steps to be taken to ensure delivery of anticipated results. Kaufman and Herman (1991) are of the opinion that strategic planning starts with the formulation of a mission and vision statement. A mission statement is a brief paragraph that summarizes; the overall aims which an enterprise is striving to attain; the major ways it is using to achieve these goals, and the fundamental principles and values that act as a guidance to the achievement of the mission. A vision statement is slightly broader as it sets out the ideal state of affairs which the company eventually intends to achieve.

One significant distinction requires to be stipulated in the strategic planning practices. There is a noticeable distinction between strategic planning and the intended assignment to be performed, and strategic thinking, or the creativity, initiative input. The planning component comprises collection of data, goal setting, definition of expectation, and the statement of direction. Strategic planning when considered as a work in progress as opposed to just a binder on a shelf or a computer file offers a business with real and responsive competitive advantage. It will assist to determine and offer quality relationship with employees, trade unions, suppliers, customers and clients and other stakeholders (Hamel & Prahalad, 1990).

Strategic planning is founded on the belief that successful development of an enterprise is the outcome of adopting the appropriate fit between its identified internal strengths and weaknesses and the noticeable external opportunities and threats and emerging from the environment, which is regularly changing. They must put emphasis on clearly understanding the constant changes and appropriately adapting their managerial decisions diligently. Subsequently an ideal scanning of the environment is crucial not only at the phase of initiating prior diagnosis for preparing a plan, but also, and even when so at the phase of monitoring the implementation of the plan (Kaplan & Norton, 1996).

Strategic planning is the process used by leaders of a company to identify what their future intentions are. In other words, they develop a vision for the future of the company and establish the needful priorities, processes, procedures and operations and activities (strategies) to fulfil that vision. Inclusive of measurable objectives which are realistic and achievable, but quite challenging; focus is on long-term goals and objectives, as opposed to short term (such as annual) objectives. Strategic planning is continuous, it is “the

process of self-testing, the confrontation of difficult selections, and the establishment of priorities” (Pfeiffer, Goodstein & Nolan, 1991).

## **2.4 Benefits of Strategic Planning**

In a competitive world with complex business cycles, global competition, new technologies and lightening availability of information, operating a business becomes even more complex and challenging. Leaders must very quickly act on external influences in order to remain competitive. In this emerging turbulent environment appropriate strategic planning is significant for the overall success of the organization. Those benefits derived comprises of developing an understanding of strategic planning and focusing the company to the right direction, this focus drives performance and eventually performance drives appropriate results (Thompson et al., 2008).

The benefit of strategic planning is actual the process as opposed to the plan document itself. Strategic planning is supposed to be viewed initially as a collective learning experience. It is deemed as a procedure of acquiring new techniques and ways of working of learning how to develop new attitudes at work and doing activities differently. A strategic planning process can be termed successful when the daily activities have been undertaken by the different sections and departments, and not when prepared on a nice plan document. This again has to be clearly proved by resulting in better and improved service delivery (Hodgetts & Kuratko, 2001).

Strategic planning affirms an organization to perform better, focus the energy of the company and have employees working towards attaining these same goals. In particular strategic planning lays a framework for effective decisions making, offers a framework

for future consequences consideration and also for current decisions, creates relationships with employees, customer, client and others a coherent communication, solidified messages and renders an organization accountable to their members, stakeholders and the entire community (Hamel, 1996).

A significant advantage of the strategic planning process is that it brings together all stakeholders, is highly noticeable and it can quickly be performed. The major benefit of the planning phase is that it drives all the participants to visualize what will the real strategic impact on the organization look like. This process assists the team to have a clear picture of the major issues and to permit them to address those factors that are crucial to achieving the mission (Ryals & Rogers, 2007). The benefit of strategic planning discipline is that it provides appropriate decision making process, Ideal tactical options choices and it drives to higher probability in the attainment of the owners' and stakeholders' goals, aims and objectives (Mintzberg & Quinn, 1999).

Lorange and Vancil (1995) identify several benefits of strategic planning in government and not for profit organizations. These include clarity for future direction, strategically thinking, formulating decision today in light of their foreseen future consequences; developing defensible and coherent foundation discretion in the areas with organizational challenges; enhancing performance, addressing rapidly changing situations appropriately; and creating teamwork and ideal expertise.

Strategic planning directs effective strategy-making by shared purpose and adequate coordination. Implementing strategies results to noticeable effects. The efficiency of resources betters, the internal communication which becomes quite frequent and spontaneous.



Ansoff (1988) asserts that strategic planning is only important when it supports strategic thinking and results to strategic management; the foundation for an efficient organization. Strategic thinking means posing the question “are we doing the right thing” more specifically it implies making the assessment by using three important requirements about having a precise purpose in mind, strategically thinking; and an understanding of the prevailing environment and specifically with the factors that usually affect or obstruct the achievement of the goal; and creating effective responses to those factors.

## **2.5 Challenges of Strategic Planning**

Most noticeable challenges encountered by all organizations, whether private or not is how successfully they are able to manage strategic planning practices for achievement of the objectives of the organization. Strategic planning can be informal or official (formal). In strategic planning formality is the degree in which participants responsibilities; discretion and authority for decision making are clearly stipulated (Pearce & Robinson, 2008). The dynamism in market situation have caused more challenges for the public sector, with the recent emergence of the global economy, technological advancements, increased demands in the society, and the urge to offer more social services with the limited resources. In view of the widespread need for increased organizational scrutiny has resulted to increased pressure for change, given the situation of more global accessible information systems and accelerated media attention that criticizes the government incapability in service provision (Kibachia, Iravo & Luvanda, 2014).

Strategic planning are encountered by various challenges in the eyes of individuals or sub-units of organization players who may pursue their own varied objectives and

promote their own interests which are usually contradictory in nature. When this occurs, strategic planning becomes inconsequential and this renders it difficult to formulate a common strategy that appropriately fits the entire organization. On the agreement for the selection of strategy presented by a panel of planners may take a long time thus resulting in delays for approving important appropriate strategies (Thompson et al., 2008).

Mintzberg and Quinn (1999) identified another challenge as lack of ability to understand what strategic planning in an entire organization, as even so inability to understand how it will be undertaken especially from the top management of the organization themselves. Strategic planning may need that all involved have a clear understanding of it and the organization's top management committed to its development and success. Every one affected by the process should be encompassed in the planning process. A joint discussion particularly concerning the major priorities is a challenge encountered by the planners. This drives to challenge resistance thus subjecting a great risk to the executives of convincing their employees of the purpose and accrued benefits of this process. The plan should be clearly explained to all in the entire organization before it can be made public for circulation.

According to Schwenk and Shrader (1993) the volatility increase in the business environment renders systematic strategic planning quite complex. Accelerated change needs strategies that are creative and accommodating, these are circumstances that are quite rare associated with formal strategic planning. In most companies strategic planning is a calendar-driven concept which assumes that the future will be commensurate with the present.

The most challenging section of strategic planning practices is actually the human aspect and not the technical component. Strategic planning involves the application of several particular techniques that comprise of application of simulation models, logical framework approach, the application of programme budgeting methods, and many others. Allocating these techniques in the entire organization is not an easy task, but it can be easily managed by organizing systematic skill development programmes. More difficult challenge is the change of people's mind-set and to introduce the strategic management ideology that goes hand in hand with the new methods, an ideology based on sharing information and focused on yielding results (Grant, 2003).

Strategic planning cannot be successful in the absence of plan implementers' commitment and the other relevant stakeholders. Commitment is only attained if everyone identifies with the plan, so that they get motivated to yield expected outcome strategic planning must therefore undertaken with the experts inclusion, as an inclusive process involving all stakeholders such as employees, implementers and stakeholders (Ryals & Rogers, 2007).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter focuses on the research methodology of this study. It addresses the research design, data collection and data analysis.

#### **3.2 Research Design**

Research design constitutes the blue print for the data collection, variable measurement and the eventual data analysis. The research study applied the case study research design in the effort to address the objectives at hand. Fundamentally a case study is an extensive study of a particular case rather than a sweeping statistical survey. It is a means that is preferred for narrowing down very broad research field. Case studies are usually preferred strategy when “why” or “how” questions are being presented and the investigator has limited control over occurrences (Yin, 2003).

The study gave an insight into Migori County government’s benefits and challenges in its strategic planning practices. By using a case study it was useful for investigating how the practices change over time perhaps as a result of the different circumstances, situations and interventions.

#### **3.3 Data Collection**

The research study used an interview guide for data collection. The interview guide targeted senior staff of Migori County Government involved in strategic planning in headquarters in Migori town. This was done by the use of semi-structured open ended questions that provided the research with a qualitative approach.

The interviewees consisted of top 5 senior officers/departmental heads at Migori county government headquarters in Migori town. These were the departmental heads of the following departments: Finance and Economic Planning; Public Service Management and Administration; Environment, Natural Resource and Disaster Management; Health; Lands and Housing; Education, Youth, Sports, Culture and Social Services; Roads, Public Works and Energy; Agriculture, Water, Livestock and Fisheries; Trade, Cooperatives and Tourism.

These heads of departments were selected because they were responsible for strategic planning, strategy formulation, control and implementation. The researchers personally interviewed the interviewees who were the actual respondents for this research study.

### **3.4 Data Analysis**

The data gathered for this research study was analysed by the use of content analysis method. Franzosi (2004) contends that the method involving content analysis technique measures the semantic content or the aspect of what message. Its width makes it reasonably flexible and a wide ranging apparatus that is used as a stand-alone method or as a problem specific method.

Babbie (2001) asserts that this technique observes three fundamental principles of scientific method and thus its preference for this study. It is objective which implies that the analysis is followed on the foundation of explicit rules, which permits various researchers to get similar results from the same research; systematic the incorporation of content is performed in line with some constantly given rules in which the possibility of incorporation only materials that support the notions of the researchers is omitted; researcher can be used to other related instances.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The chapter discusses the analysis and findings of the research study as stipulated in the objectives of the research and research methodology. The findings of the research study are clearly on the strategic planning practices by Migori County Government in Kenya.

#### **4.2 Demographic Information**

The study collected information from the top 5 senior officers/departmental heads at Migori county government headquarters in Migori town. These are the departmental heads of the following departments: Finance and Economic Planning; Public Service Management and Administration; Environment, Natural Resource and Disaster Management; Health; Lands and Housing; Education, Youth, Sports, Culture and Social Services; Roads, Public Works and Energy; Agriculture, Water, Livestock and Fisheries; Trade, Cooperatives and Tourism. They each had different working positions within the County Government and were stationed in different ministry.

In addition, they had worked in the county government for short duration with majority having worked for a period between 1-3 years and therefore were quite conversant with the activities involved in strategic planning performed by the various ministries within the County. They were assigned different tasks in various departments and sections and this provided sufficient information about the Migori County Government strategic planning practices and the method by which the same is cascaded in all the departments within the ministries.

### **4.3. Research Findings**

The study asked the interviewees a variety of questions relating to strategic Planning practices adopted by Migori County Government and obtained various responses. This was meant to indicate how implementations of strategic planning practices, amid major varied challenges are successful.

#### **4.3.1 Strategic Planning Practices in Migori County Government**

The respondents were kindly asked to indicate strategic planning practices adopted by Migori County Government. They indicated strategic planning practices to include stakeholder engagements including Kenya Chamber of Commerce and Industry (KCCI), all government ministries, private sector representatives and staff. The respondents further indicated strategic planning practices to include environment analysis e.g. EAC County changes, technological changes affecting the smooth operation of the various ministries within the County Government. In addition, the respondents noted that Migori County Government uses the balanced score card approach in terms of four perspectives i.e. revenue enhancement, service delivery, internal processes enhancements and County development.

#### **Respondents Incorporation in the Formulation of the Strategic Planning**

The respondents were requested to specify whether they took part in the county's strategic planning crafting and formulation. Majority of the respondents specified positively their involvement in the strategic planning process, indicating that their opinions were sort and incorporated in the strategic planning process and they are quite conversant with the county's opportunities and threats within the plan. Respondents indicated that Heads of departments are tasked with coming up with strategic issues to be

incorporated in the County strategic plan and then collects views from all the section heads that also collects views from staff. The strategy department then collects and collate all the views that come up with the County strategic plan. Once the plan is arrived at, the staffs are sensitized through various sensitization programs spearheaded by the strategy department. This implies that respondents were incorporated in the formulation of the strategic planning.

### **Expert Analysis Conduction**

The respondents were requested to indicate whether the County Government conduct an expert analysis before choosing a strategic planning exercise. The respondents agreed that Migori County Government conducts expert analysis before choosing a strategic planning exercise but rarely. Experts are involved on selected issues only. This is partly due to the costs involved and limited budget allocation from treasury. Expert analysis is done by departmental heads at different departments with help from the employees from all the departments. All persons are involved in the strategic planning in a way or another because the crafted strategies selected to be carried out of employees opinion is usually undertaken to clearly understand employee's opinions and reactions toward the strategy development. An environmental analysis is extensively carried out in line with the acknowledgement of the various trends and associating them closely with the gathered information from all the relevant branches and section across the county. Criteria for selecting strategic planning practices. The research study endeavoured to establish the criteria adopted in choosing the strategic planning practices applicable in Migori County Government.



### **Criteria for Selecting Strategic Planning Practices**

The study sought to find out the criteria used to select the strategic planning practices applicable in Migori County Government. The study revealed that strategic planning practices are selected if they meet; strategic objectives of the County Government, prevailing external environment in relation to internal environment in regard to the county government, and they should confine to the county's mission and strategic objectives respectively. Respondents also indicated that Strategic Planning Practices are selected if objectives and goals are reflected in the County's strategic plan, and that the mission and vision of the County are clearly stated. They also noted that liabilities and assets of the county should be put into consideration before the drawing up of the current strategic plan, and the various departments strengths, weaknesses, opportunities and threats are well reduced in the county's strategic plan.

### **Involvement in the Choice of the Strategic Planning Practices**

The respondents were requested to indicate whether they were consulted in the selection of the strategic planning practices that are currently being used in the County ministerial department. According to the respondents, relative to the type of strategic planning practices, every concerned employee/manager was involved in the choice of strategic planning practices, with clearly defined leadership and scope.

### **Strategic Planning Practices and Achievement of County Objectives**

The respondents were requested to indicate in their independent view whether the strategic planning practices applicable in the County Government of Migori assist towards achieving its set objectives. Respondents indicated that the plan clearly outlines the Vision and Mission Statements. All the respondents stated that the plan clearly

outlines the County's strengths and weaknesses and agreed that the plan had clearly stated objectives.

#### **4.3.2 Benefits of Strategic Planning**

The study asked the interviewees various questions relating to benefits of strategic planning in Migori County and obtained various responses. This was meant to indicate the benefits that are associated with using strategic plan. This will help the County's future planning departmental managers in developing better strategic plans.

#### **Strategic Planning and Decision Making Policies**

The respondents were requested to say whether they predict the Migori County Government strategic planning yielding effective and efficient policies in terms of decision making. Majority of the respondents indicated that it would lead to better decision making policies through a consensus on the pertinent matters and crafted strategies to tackle them, commitment to and capability for implementing the strategies well communicated preferences, and more efficient management control of the strategic initiatives.

#### **Operational Benefits of Strategic Planning**

The research study strived to the operational benefits that may be realized by the application of appropriate strategic planning in Migori County Government. The study found that some of the operational benefits to include developing an ideal system of communication with company's both within and outside, provision of the County's roadmap clearly depicting where the county is headed, formulating excellent internal coordination activities, and eventually developing a clear frameworks of reference for the

budget and short-range operating plans. The respondents also indicated that strategic planning may be beneficial in analysing operational culture internally and also to measure its resultant impact on the performance of the county's various ministries.

### **Human Resources Benefits as Result of Strategic Planning**

The respondents were requested to indicate the human resources benefits that may arise from effective strategic planning in their County Government. The respondents indicated that the benefits included gaining a sense of security among employees that comes from better the decision- understanding of the changing environment and the County's departmental ability to adapt, helps everyone in the County ministerial department with setting priorities and matching resources to opportunities, improves making in a number of different areas, including human resources (recruitment, selection, training) departments, and establishes a uniform vision and purpose that is shared among all members of the County ministerial department and helps them pull in the same direction.

### **Financial Benefits as Result of Strategic Planning**

The respondents were requested to indicate the financial benefits that may be realized from the strategic planning in your County Government. The respondents indicated that some of the benefits included allocating resources appropriately on top priorities within the county, improvement of the investment initiatives that are focused on top priorities, and also establish a uniform vision and purpose that is shared among all members of the organization and helps them pull in the same direction.

### **Administrative Benefits as Result of Strategic Planning**

The respondents were requested to indicate the administrative benefits that may be attained by adoption of the strategic planning in your County Government. The respondents stated that strategic planning makes the management of an organization easier by providing a framework and a clearly defined direction for decision-making, works to create an increased level of commitment to the organization and its goals, and can result in improved quality of services for citizens and a means of measuring the service.

### **4.3.3 Strategic Planning Challenges**

The study asked the interviewees various questions relating to strategic planning challenges faced by Migori County Government and obtained various responses. This was meant to indicate the challenges encountered during its reinvention.

### **Operational Challenges**

The respondents were requested to indicate the operational challenges that are encountered while implementing the strategic planning practices. Respondents indicated that the County faces challenges in the implementation of strategic plans; the study found that the departmental culture of Migori County ministries affected strategy implementation. The respondents were of the opinion that among the departmental culture factors that affects strategy implementation are, how managers make decisions, leadership style of managers and the dominant values and beliefs. Respondents cited Poor rewarding culture, poor structure of office, inadequate staff commitment, and poor regional representation as other challenges that the County faces in its strategy implementation efforts.

### **Challenges Faced by the County Government while Formulating Strategic Planning**

The study sought to identify challenges faced by the County government while formulating strategic planning. The study established that the County Government ministerial structure posed a challenge in the implementation of strategic plans according to majority of the respondents. Some of the challenges highlighted by the respondents included; too much bureaucracy, structure are very rigid, lack of clear policy, structures not in line with the strategic plans; structure lacks good flow of information on the various stages of the implementations of strategic plans and lack of guidelines in the structure on how strategic plans should be implemented.

### **Factors that Affect Strategic Planning Practices**

The respondents were requested to indicate the factors that affect strategic planning practices in their County Government. The respondents indicated that Lack of employee involvement, ineffective coordination especially poor communication of strategic planning practices, time allocated for the planning, lack of a structured way of managing strategic planning practices, lack of needed resources for example specialized labour which is either non-existent or expensive were amongst the factors mentioned. In addition the respondents said that mostly strategic planning practices are anchored on the County Integrated Development Plan (CIDP), which, when not communicated properly, sometimes becomes a major factor that affect the practices, others are lack of support and needed capabilities to carry change through, lack of commitment due to existence of commitment gap, strategic planning agents lacking a compelling figure of what strategic planning is desired.

### **Human Resources Challenges Faced in Strategic Planning**

The respondents were requested to state the human resources challenges faced in strategic planning in their County Government. The respondents indicated that the decision to hire human resources generalists experienced in all areas of human resources or to invest in specialists for each area is one of the main human resource challenges in strategic planning. The respondents also indicated that the inclusion of human resources at the County Executive Committee was met with resistance from traditional executives who do not yet understand the value of a human resources expert being involved in the strategic planning of the County.

### **Financial Difficulties Encountered in Strategic Planning**

The respondents were requested to indicate the financial difficulties encountered in strategic planning in their County Government. They indicated that the county may face financial inadequacy due to delayed disbursement of funds by the national government. This may hinder appropriate implementation of the strategic plan. The study also found out that there has been a financial challenge of meeting new tax payer requirements in terms of transparency and speed driven by the digital revolution such as the I-tax system. Respondents also indicated financial challenges to involve the ever-widening informal sector and technological advancement, which have led to increased cases of tax avoidance and evasion.

## **Other Challenges that Migori County Encounters During the Applicability of Strategic Planning Practices**

The study sought to find out the other challenges that Migori County Government encounter during the applicability of strategic planning practices. The study found out that these challenges were related to economic integration and regional trading blocs; the HIV/AIDS pandemic have also contributed to erosion of the tax base. In addition, departments were operating autonomously, lack managerial cohesiveness, and personal approach to citizens' needs.

### **4.4 Discussion of Findings**

The findings indicate that Migori County Government conducts expert analysis before choosing a strategic planning exercise. Expert analysis is done by departmental heads at different departments with help from the employees from all the departments. Everyone is involved in one way or another since the strategies chosen to be undertaken in different departments are due to the feedback given by employees in their interaction with the citizens. Employee Opinion Survey is normally conducted to understand employees' feelings and opinions toward strategy development.

The findings also revealed that strategic planning practices are selected if they meet strategic objectives of the County Government, internal environment as well as external environment with regards to the County Government, and they should confine to the County's mission and strategic objectives respectively. The national government, can no longer approach developmental issues as before, especially, given the advancements in the county governments and the expected fast growths needed for quicker transformation

in their economies. As a result, various development experts have now resolved to impress on governments to strategically plan and roll out a coordinated and comprehensive strategy to harness their potential as a pivot for growth (Bryson, 2011). Relative to the type of strategic planning practices, every concerned employee/manager was involved in the choice of strategic planning practices, with clearly defined leadership and scope.

The study found that Strategic Planning would lead to better decision making policies through consensus on key issues and strategies to address them, commitment to, and capacity for, implementing the strategies, clearer communication of priorities, improved cooperation among those pursuing strategic objectives, and more effective management control of strategic initiatives. Additionally the study established that the operational benefits to include developing better communications with those both inside and outside the company, providing a road map to show where the County is going and how to get there, developing better internal coordination of activities, and developing a frame of reference for budgets and short-range operating plans. Hamel (1996), argues that an important advantage of the strategic planning process is that it involves all stakeholders, is highly visual and it can be done quickly. The key benefit of the planning session is that it forces all the participants to focus on what will have a real strategic impact on the organisation.

The human resource benefits included gaining a sense of security among employees that comes from better the decision- understanding of the changing environment and the County's departmental ability to adapt, helps everyone in the County ministerial department with setting priorities and matching resources to opportunities, improves



decision making in a number of different areas, including human resources (recruitment, selection, training) departments, and establishes a uniform vision and purpose that is shared among all members of the County ministerial department and helps them pull in the same direction. The administrative benefits of strategic planning were that it makes the management of the County easier by providing a framework and a clearly defined direction for decision-making, works to create an increased level of commitment to the County and its goals, and can result in improved quality of services for citizens and a means of measuring the service. Ryals and Rogers (2007) also identified that the benefit of a strategic planning discipline is that it facilitates effective decision making, better selection of tactical options and it leads to a higher probability of achieving the owners' or stakeholders' goals and objectives.

The study established that Migori County Government faced various challenges. The County faces challenges in the implementation of strategic plans, Poor rewarding culture, poor structure of office, inadequate staff commitment, and poor regional representation. Other challenges included too much bureaucracy, structure are very rigid, lack of clear policy, structures not in line with the strategic plans; structure lacks good flow of information on the various stages of the implementations of strategic plans and lack of guidelines in the structure on how strategic plans should be implemented. The study also established that inclusion of human resources at the County Executive Committee was met with resistance from traditional executives who do not yet understand the value of a human resources expert being involved in the strategic planning of the County. Thompson et al. (2008) argues that strategic planning faces a great challenge in the face of individuals or sub-group of organization actors who may pursue their own diverse

goals and promote their own interests which more than often are conflicting in nature. When this happens, strategic planning becomes irrelevant as a result it becomes hard to come up with a common strategy that befits the entire organization. The agreement on the choice of strategy presented by a group of planners may take a lot of time thus leading to delays of approving important strategies.

The study established that Lack of employee involvement, ineffective coordination especially poor communication of strategic planning practices, time allocated for the planning, lack of a structured way of managing strategic planning practices, lack of needed resources for example specialized labour which is either non-existent or expensive were amongst the factors that influenced strategic planning practices. Strategic planning practices are anchored on County Integrated Development Plan (CIDP) and which when not communicated properly sometimes becomes a major factor that affect the practices, others are lack of support and needed capabilities to carry change through, lack of commitment due to existence of commitment gap, strategic planning agents lacking a compelling figure of what strategic planning is desired. The findings agrees with the findings of Mintzberg and Quinn (1999) who identified failure of an understanding throughout the organization of what strategic planning is or how it will be carried out or the degree of the top management of the organization towards doing it well as a challenge that influence strategic planning. Strategic planning may require that everyone involved have an understanding of what it is and that the top management team is highly committed in its development

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This section provides the summary of findings, conclusions and recommendations of the study. It further provides a recommendation for further studies.

#### **5.2 Summary of Findings**

##### **5.2.1 Strategic Planning Practices**

The study found that the strategic planning practices in Migori County to include stakeholder engagements including Kenya National Chamber of Commerce and Industry (KCCI) all government ministries, Private sector representatives and staff. The respondents further indicated strategic planning practices to include environment analysis e.g. EAC County changes, technological changes affecting the smooth operation of the various ministries within the County Government. The study also established that the respondents were involved in the Strategy Planning process, that their opinions would be sort and taken into consideration in the planning process and is conversant with the organization's opportunities and threats within the plan.

The study also established that Migori County Government conducts expert analysis before choosing a strategic planning exercise but rarely. Experts are involved on selected issues only. This is partly due to the costs involved and limited budget allocation from treasury. Expert analysis is done by departmental heads at different departments with help from the employees from all the departments. Everyone is involved in one way or another since the strategies chosen to be undertaken in different departments are due to

the feedback given by employees in their interaction with the citizens. The study revealed that strategic planning practices are selected if they meet; strategic objectives of the County Government, internal environment as well as external environment with regards to the County Government, and they should confine to the County's mission and strategic objectives respectively. The study further established that relative to the type of strategic planning practices, every concerned employee/manager was involved in the choice of strategic planning practices, with clearly defined leadership and scope. In addition the study found that the strategic plan of Migori County clearly outlined the Vision and Mission Statements. The plan clearly outlines the County's strengths and weaknesses and agreed that the plan had clearly stated objectives.

### **5.2.2 Benefits of Strategic Planning**

The study found that Strategic Planning facilitates better decision making policies through consensus on key issues and strategies to address them, commitment to, and capacity for, implementing the strategies, clearer communication of priorities, improved cooperation among those pursuing strategic objectives, and more effective management control of strategic initiatives. Also the study established that the operational benefits to include developing better communications with those both inside and outside the company, providing a road map to show where the County is going and how to get there, developing better internal coordination of activities, and developing a frame of reference for budgets and short-range operating plans.

In addition, the study established that the human resource benefits included gaining a sense of security among employees that comes from better the decision- understanding of the changing environment and the County's departmental ability to adapt, helps everyone in the County ministerial department with setting priorities and matching resources to opportunities, improves decision making in a number of different areas, including human resources (recruitment, selection), training departments, and establishes a uniform vision and purpose that is shared among all members of the County ministerial department and helps them pull in the same direction.

In addition the financial benefits included allocating resources appropriately on top priorities within the county, improvement of the investment initiatives that are focused on top priorities, and also establish a uniform vision and purpose that is shared among all members of the County and helps them pull in the same direction. Further the study established that the administrative benefits were that strategic planning makes the management of an organization easier by providing a framework and a clearly defined direction for decision-making, works to create an increased level of commitment to the County and its goals, and can result in improved quality of services for citizens and a means of measuring the service.

### **5.2.3 Strategic Planning Challenges**

The study revealed that Migori County faces challenges in the implementation of strategic plans and that the departmental culture of Migori County ministries affected strategy implementation. The departmental culture factors that affects strategy implementation are, how managers make decisions, leadership style of managers and the

dominant values and beliefs. Other challenges faced by the County were too much bureaucracy, structure are very rigid, lack of clear policy, structures not in line with the strategic plans; structure lacks good flow of information on the various stages of the implementations of strategic plans and lack of guidelines in the structure on how strategic plans should be implemented.

### **5.3 Conclusion**

The study concluded that the strategic planning practices in Migori County to include stakeholder engagements including Kenya National Chamber of Commerce and Industry (KCCI), all government ministries, Private sector representatives and staff. The study further concluded that strategic planning practices which include environment analysis e.g EAC county changes, and technological changes affect the smooth operation of the various ministries within the County Government.

The study also concluded that Strategic Planning facilitates better decision making policies through consensus on key issues and strategies to address them, commitment to, and capacity for, implementing the strategies, clearer communication of priorities, improved cooperation among those pursuing strategic objectives, and more effective management control of strategic initiatives. The operational benefits to include developing better communications with those both inside and outside the company, providing a road map to show where the County is going and how to get there, developing better internal coordination of activities, and developing a frame of reference for budgets and short-range operating plans.

Additionally the study concluded that lack of employee involvement, ineffective coordination especially poor communication of strategic planning practices, time allocated for the planning, lack of a structured way of managing strategic planning practices, lack of needed resources for example specialized labour which is either non-existent or expensive were amongst the factors that affected strategic planning. In addition strategic planning practices are anchored on County Integrated Development Plan (CIDP) and which when not communicated properly sometimes becomes a major factor that affect the practices, others are lack of support and needed capabilities to carry change through, lack of commitment due to existence of commitment gap, strategic planning agents lacking a compelling figure of what strategic planning is desired.

Finally the study concluded that Migori County faces challenges in the implementation of strategic plans and that the departmental culture of Migori County ministries affected strategy implementation. The departmental culture factors that affects strategy implementation are, how managers make decisions, leadership style of managers and the dominant values and beliefs.

#### **5.4 Recommendations**

This study makes the following recommendations:

First, there should be development of a strategic plan process to ensure appropriate focus on both the pre- and post-implementation challenges and should build employee trust and gain their commitment to the core values and objectives of the County.

Secondly, the study recommends that Migori County commitment and departmental culture of employees within the various ministries to be diagnosed. This is to improve

commitment within the ministries so that employees can identify with their departments and their goals, and deliver the services more effectively and efficiently.

### **5.5 Limitations of the Study**

This study faced various limitations:

There was lack of finances to carry out the study on more interviewees and use of more research instruments and the study further experienced time constraints since the project was to be done within a short time frame. The study however, was done on a few interviewees due to time constraint and used a comprehensive research instrument to capture as exhaustive data as possible on the strategic planning practices in Migori County Government. There was also lack of cooperation with some of interviewees who were uncooperative to fill the interview guide.

### **5.6 Recommendations for Further Research**

This study makes several recommendations:

The researcher conducted a case study of Migori County Government only and therefore recommends that for a more generalized conclusion to be made on the strategic planning practices, a study should be done or conducted for the other counties. Repeat surveys, will also offer a distinct advantage as they enable us to capture the net effect changes. By repeating the survey at a different time and asking similar questions, it enables us to collect information that can easily be compared.



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## APPENDICES

### Appendices I: Interview Guide

#### Strategic Planning Practices by Migori County Government

##### Section A: Demographic Information

- 1) Name of the respondent (optional)
- 2) What is your position in Migori County Government
- 3) In which ministry within the County are you stationed?
- 4) How long have you worked at Migori County Government?
  - a) Less than one year ( )
  - b) 1-3 years ( )
  - c) 4-5 years ( )
  - d) Over 5 years ( )

##### Section B: Strategies Planning Practices

- 5) Which are the various strategic planning practices in your County Government?
- 6) Did your County Government incorporate you in the formulation of its strategic planning?
- 7) Does your County Government conduct an expert analysis before choosing a strategic planning exercise?
  - a) If yes, how frequent is this analysis conducted?
  - b) If yes, who conducts it and how is it conducted?
- 8) By what criteria do you select the strategic planning practices applicable to your County Government?

- 9) Did the County Government involve you in the choice of the strategic planning practices that are presently being used in the establishment?
- 10) In your own independent view do you think the strategic planning practices applicable in the County Government of Migori assist towards achieving its set objectives?

**Section C: Benefits of Strategic Planning**

- 11) Do you foresee strategic planning in your County Government resulting in efficient and effective decision making policies?
- 12) What are the operational benefits that may be realized by the application of appropriate strategic planning in your County Government?
- 13) What are the human resources benefits that may arise from effective strategic planning in your County Government?
- 14) What are the expected financial benefits that may be realized from the strategic planning in your County Government?
- 15) Which are the administrative benefits that may be attained by adoption of the strategic planning in your County Government?

**Section D: Strategic Planning Challenges**

- 16) What are the operational challenges that are encountered while implementing the strategic planning practices?
- 17) What are the challenges faced by the County government while formulating strategic planning?

- 18) Which are the factors that affect strategic planning practices in your County Government?
- 19) What are the human resources challenges faced in strategic planning in your County Government?
- 20) What are the financial difficulties encountered in strategic planning in your County Government?
- 21) In your own view what are the other challenges that Migori County Government encounter during the applicability of strategic planning practices?

**Thank you for your cooperation.**