

**INSTITUTIONAL FACTORS INFLUENCING IMPLEMENTATION OF COUNTY
INTEGRATED DEVELOPMENT PLANS IN COUNTY GOVERNMENTS IN
KENYA; A CASE OF MAKUENI COUNTY**

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**Research Report Submitted In Partial Fulfilment of the Requirement of
the Award of Masters of Arts Degree in Project Planning and Management
of the University of Nairobi**

2016

DECLARATION

This research project is my original work and has not been presented for an academic award in any other university.

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

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DEDICATION

This study is dedicated to my wife Colleta Ngami, my children Laurine Mutheu and Peter Muuo, all of whom have offered their continued love and support throughout the writing of this project.

ACKNOWLEDGEMENT

I wish to acknowledge all those who in one way or the other contributed to the success of this work. I appreciate the efforts made by my supervisor, Dr Dorothy Kyalo, associate dean, Senior lecturer, Department of extra mural Studies, University of Nairobi who has been guiding me in the writing of this project and also for her support and encouragement that helped me in all the stages of the research. All the lecturers of Nairobi University for their moral support. I would wish to thank my classmates for helping me conceptualize the problem and with whom we worked together sharing information and braving all the challenges of adult learning. My appreciation goes to Makueni County management for offering me the requisite staff data that was used to get the target population and hence the sample size. Further, I thank them for the data necessary for the findings of this study. I would also wish to thank my family, mother, brothers, sisters and my extended family for the enormous support they have offered me through my study. They gave me ample time to start and finish this project with utmost support. Moreover, I would wish to acknowledge the efforts of my workmates in Makueni County who helped me conceptualize the study problem and offered invaluable emotional and intellectual support that was necessary to finish this work. I appreciate you all.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS/ ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 Strategic Development Planning	1
1.1.2 Implementing Strategic and Development Planning	3
1.1.3 Institutional Factors	6
1.2 Statement of the Problem	8
1.3 Purpose of the Study	10
1.4 Objectives of the Study	10
1.5 Research Questions	11
1.6 Hypotheses	11
1.7 Significance of the Study	12
1.8 Limitations of the Study	12
1.9 Delimitation of the Study	13
1.10 Assumptions of the study	13
1.11 Definition of Significant Terms	14
1.12 Organization of the Study	14
CHAPTER TWO: LITERATURE REVIEW	16
2.1 Introduction	16
2.2 Empirical Review	16
2.2.1 Overview of Development Plan Implementation	16
2.2.2 Organizational Culture and Implementation of Integrated Development Plans.....	18
2.2.3 Organizational Structure and Implementation of Integrated Development Plans	20
2.2.4 Corporate Leadership and Implementation of Integrated Development Plans.....	25

2.2.5 Allocation of Financial Resources and Implementation of Integrated Development Plans	28
2.3 Theoretical Review	29
2.3.1 Sequential Thinking Theory	29
2.3.2 Adaptation Theory	31
2.3.3 Holistic Strategy Implementation Theory	33
2.4 Conceptual Framework	34
2.5 Research Gaps	36
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	37
3.1 Introduction	37
3.2 Research Design	37
3.3 Target Population	37
3.4 Sample and Sampling Procedure.....	38
3.5 Data Collection Instruments.....	39
3.5.1 Questionnaires	39
3.6 Reliability and Validity of the Instruments	40
3.6.1 Reliability of the Instruments	40
3.6.2 Validity of the Instruments	40
3.7 Data Collection Procedure	40
3.8 Data Analysis	41
3.9 Ethical considerations	41
3.10 Operationalization of Variables	42
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION.....	45
4.1 Introduction	45
4.2 Response Rate	45
4.3 General Characteristics of the Respondents.....	46
4.3.1 Gender and Age Distribution of Respondents.....	47
4.3.2 Level of Education and Work Experience.....	48
4.4 Implementation of County Integrated Development Plan.....	50
4.5 Influence of Organizational Culture on Implementation of CIDP.....	53
4.6 Influence of Organizational Structure on Implementing CIDP	58

4.7 Influence of Corporate leadership on Implementation of CIDP	63
4.8 Resource Allocation at the County Government and Implementation of CIDP	67
4.9 Correlation Analysis.....	71
4.10 Regression Analysis	73
CHAPTER FIVE : SUMMARY OF FINDINGS, DISCUSSION, CONCLUSSIONS	
AND RECOMMENDATIONS	77
5.1 Introduction	77
5.2 Summary of Findings	77
5.3 Discussion of the Findings	78
5.4 Conclusion of the Study	81
5.5 Recommendations of the Study	82
5.6 Suggestions for Research	84
REFERENCES.....	85
APPENDICES	91
Appendix I: Letter of Transmittal	91
APPENDIX II: Questionnaire.....	92
Appendix III: Research Permit.....	101
Appendix Iv: Authorization Letter	102

LIST OF TABLES

Table 2.1 Summary of Research Gaps	36
Table 3.1 Target Population	38
Table 3.2 Operationalization of Variables.....	43
Table 4.1 Response rate.....	46
Table 4.2 Gender of Respondents * Age of Respondents Cross tabulation	47
Table 4.3 Highest Level of Education Attained * Number of Years Worked Cross tabulation.....	48
Table 4.4 Implementation of County Integrated Development Plan.....	50
Table 4.5 Average Scores of Staff Now and Preferred Perceptions.....	53
Table 4.6: Dimensions of Organizational Culture Scores	57
Table 4.7 influence of Organization Structure on Implementation of CIDP.....	59
Table 4.8 Influence of Corporate Leadership on Implementation of CIDP	64
Table 4.9 Resource Allocation and Implementation of CIDP	68
Table 4.10 Correlations	71
Table 4.11 Model Summary ^b	73
Table 4.12 ANOVA ^b	74
Table 4.13 Regression Coefficients.....	74
Table 4.14 Summary of Hypotheses Testing Results.....	76

LIST OF FIGURES

Figure 1: Mintzberg (1999)	23
Figure 2.1: Conceptual Framework	36

LIST OF ABBREVIATIONS/ ACRONYMS

CEO – Chief Executive Officer

CIPD – County Integrated Development Plan

EMU – Efficiency Monitoring Unit

GOK – Government of Kenya

OC – Organizational Performance

SPSS – Statistical Package for Social Sciences

ABSTRACT

The purpose of the study was to establish the influence of institutional factors on implementation of County Integrated Development Plans in Makueni County Government in Kenya. This had been necessitated by the presence of substantial institutional factors that have made it difficult to effectively implement such plans in the county. The study therefore aimed to establish the extent to which organizational culture embraced by the county Government influence implementation of County Integrated Development Plans; examine how organizational structure adopted by the county Governments influence realization of efficiency in implementing County Integrated Development Plans; analyze the influence of corporate leadership on development plan implementation in the county, and assess the extent to which resource allocation at the county Governments influence implementation of County Integrated Development Plans. The study was based on the sequential thinking, adaptive and holistic theories. It employed descriptive Survey research design to target 216 management staff. Proportional stratified random sampling technique was used to select the departments and 116 study subjects were selected by simple random sampling. Further, the study collected data using semi-structured questionnaires. To test reliability and validity of the study, the pre-test item analysis was conducted at two different points in the study. Data was analyzed using descriptive statistics, linear regression and correlation analysis and presented in tables. The results show; corporate leadership ($\beta=.383$, $t=5.858$, $p<0.000$), organizational culture ($\beta=.163$, $t=2.561$, $p<0.004$), organizational structure, ($\beta=.314$, $t=4.373$, $p<0.000$), and resource allocation, ($\beta=.342$, $t=5.109$, $p<0.000$), had a significant effect on implementation of County Integrated Development Plans. The study therefore recommends: The county government management should make the county offices to be a very personal place for staff where they are willing to stick their necks out and take risks. The management should also ensure that the works are very results oriented all in a bid to improve the organizational culture and improve, consequently, the implementation of strategic and development plans. The county government management should integrate a decentralized structure. The study has found that strongly decentralized structures perform well in several contexts, notably in service delivery and implementation of strategy. The county government management should use transformational leadership in their corporate leadership style. This is so because somewhat the style is self-sustaining and positive results continue to emerge on the effects of transformational leadership. Further it presents a process of influencing major changes in attitudes and assumptions of organizational members and building commitment for the organization's mission and objectives. The county government management should ensure that they engage in proactive and effective resource allocation mechanisms to improve implementation of the development plans. The allocations should be deliberate with significant resources given to critical implementation areas. The government through the Ministry of Devolution and Planning should improve on its devolution policy to further fortify strategic formulation, implementation and execution together with reporting to improve county performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

This background sub-section deals with a systematic dissemination of the significant issues concerning the area of study. It begins with a detailed explanation of meaning and scope of County Integrated Development Plans on whose basis the concept of development implementation is built. Later, the background content involving county governance in Kenya is introduced and discussed for the intent of understanding and placing the research problem in its contextual scope.

1.1.1 Strategic Development Planning

Over the past decades, researchers have investigated the effects of formal strategic and development plans on overall performance in organizations. Many have concluded that there is no consistent association between the process leading to strategic and development plans and performance (Cappel, 2000). Welch, (2004) gives a view that emphasizes on strategic process rather than only on the strategy content and outcome. Steiner (2009) provides a thorough conceptualization of a development plan. According to Steiner (2009), a plan is an attitude and an outcome of a process concerned with the future consequences of current decisions. He further argues that formal strategic planning links short, intermediate, and long-range plans. County Integrated Development Plans do not attempt to substitute future decisions or even forecast future events. Despite research by Steiner (2009) and others founded on the critical assumption that County Integrated Development Plans are important,

the debates rages on in the literature; the key question being if there is really a link between strategic plan formulation, implementation and organizational performance.

According to Godiwalla, Meinhart and Warde (2001), the existing literature is inundated with the apparent advantages of Development Plans, most notably their ability to improve the fit between the organization and its external environment. Other researchers have argued that Development Plans aid in the identification of future threats and opportunities, elicit an objective view of managerial problems, create a framework for internal communication, promote forward thinking, and encourage a favorable attitude to change (Wilson, 2009).

Langley (2008) also provided support for the benefits of development plans, identifying four roles of formal planning. In the public role, formal County Integrated Development Plans for instance are intended to impress or influence outsiders. The information role provides input for management decisions. The group therapy role is intended to increase organizational commitment through the involvement of people at all levels of the organization. Finally, the direction and control roles are fulfilled when plans serve to guide future decisions and activities toward some consistent ends.

According to Roach and Allen (2003), the Development Plans are 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. This process plays a vital role in firm performance (Roach and Allen, 2003).

Cartwright (2007) suggests that effective Development Plans are not as rational and analytical as it has been portrayed in the literature. He contends that planning process is both a generic activity whose success determinants are partially independent of the area in which it is applied, and an area where judgment, intuition, and creativity are still important. Robinson and Pearce (2004) argues that formal Development Plans are a conceptual activity suited solely to larger firms and therefore have no effect on the performance of small firms.

Finally, Sinha (2010) appears to have empirically established some kind of a planning-performance linkage. He examined 1087 decisions made by 129 Fortune 500 firms between 1992 and 1996. Consequently, he concluded that characteristics of the decisions accounted for 15 percent of the variance in data and therefore should be regarded as important determinants of the contribution of Integrated Development Plans make to decision making. However, Sinha (2010) concedes that the quality of plans is critical to the relationship.

1.1.2 Implementing Strategic and Development Planning

Implementing a development plan strategically, according to Pearce and Robinson (2007), is the process through which a set of agreed work philosophies is translated into functional and operational targets. Kotter and Best (2006) support this position when they state that implementation addresses the who, where, when and how, and it is thus the tactic that drives the strategy of the organization. According to Hussey (2000), implementation follows a five

step process namely, envision, activate, install, ensure, and recognize. He further states that the implementation of strategy remains one of the most difficult areas of management. Its success depends both on the selection of an appropriate strategy and converting that strategy into action. If these aspects are deficient the strategy may either fail or be less effective than it should be, but it is often difficult to know after the event which aspect went wrong.

Kotter and Best (2006) see the real challenge in development planning resting with turning tactic into a strategy for the organization and doing this requires effective implementation. Implementation involves activities that effectively put the plan to work. Implementation of the tactic drives the development of the organization. Development implementation is likely to be successful when congruence is achieved between several elements crucial to this process. This may be grouped into two groups of structure and process elements. Structure defines the configuration of an organization showing the relationships that exists between the various parts of the organization. The process element includes leadership, culture, resources and other administrative procedures. The structure of the organization should be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the structure or for the development itself. Chandler (2002) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations.

Hussey (2000) explores the subject of successful development implementation by introducing the concept of “soft” and “hard” aspects of implementation. He argues that there are soft and hard elements which need to fit together if the development is to be implemented. The soft elements comprise the behavioural dimensions while the hard

elements comprise the analytical dimensions to the process making and the subsequent implementation of development plans. He contends that the issue then becomes one of creating a strategic fit between the soft and hard elements and organizational variables.

To be successful, the development plan must have the support of every member of the organization. This is why the top office must be involved from the beginning. An organization's leader is its most influential member. For effective implementation of development, there is need for adequate leadership in the organization. This will ensure that all the organizations effort is united and directed towards achievement of the organizations goals (Pearce and Robinson, 2007).

Positive reception and implementation of the development plan into daily activities greatly increases the likelihood that all dependent units will do the same. The more often employees hear about the plan, its elements, and ways to measure its success, the greater the possibility that they will undertake it as part of their daily work lives. It is especially important that employees are aware of the measurement systems and that significant achievements be rewarded and celebrated. This positive reinforcement increases support of the plan and belief in its possibilities (Bechtell and Michele, 2005).

It is important that the culture of the organization be compatible with the development plan being implemented. The chief executive can play an important role in setting organization values. It is argued that organization can run into trouble when they fail to take into account the corporate culture as they make changes in their strategy. Roy (1994) argues that corporate

culture is one of the important attributes characterizing the management of excellent organizations. Such organizations achieve a fit between their strategies and culture. Lack of this fit can lead to resistance that in turn may frustrate the strategy implementation effort. The strategy to be implemented should be realistic in relation to available resources. Human capital is an important resource in the organization, therefore training and development is very important for improved performance. Such training is important for enhancing ability to develop and strategy implementation. In order to enhance effective strategy implementation, there is need to have adequate administrative process and procedures in place.

1.1.3 Institutional Factors

Various studies have focused on institutional related factors affecting implementation of development plans in organizations. For instance, Yang (2008) referred the highest management team in an organization as senior leaders who included the organizations Presidents, stakeholders, executive and senior level managers. The board is one of the key subjects in the implementation of strategies as per Schmidt and Braurer (2006) findings.

Herbiniak and Snow (2002) findings indicated that, the participation and the interventions among the highest level of management in an organization promotes greater commitment levels in the implementation of a firms vision and strategies which intern promotes success in the implementation of a firms selected strategy while Smith and Kofron (2006) believed that the senior management played a major role not only in the formulation, but in the implementation of the development.

Nutt (2006) suggested that the tactics used in leadership styles may play important roles in overcoming obstructions from the lower levels that sometimes may appear in the implementation strategies. Nutt (2006) noted that strategic decisions formulated by the top-managers of a firm may be administratively imposed on lower-level managers and non-managers while inadequately considering the resulting functional level perceptions.

According to Alexander (2005) findings, communication was among the most frequently mentioned item which was behind the promotion of successful implementation of a strategy. Therefore effective communication should explain clearly the new responsibilities, duties and tasks which are to be done by the targeted employees.

Heide, Gronhaug and Johannessen (2002) observed that there existed various communication related challenges. The communication related issues could have been brought about by the structure of the organization which intern leads to the creation of a barrier to the implementation of the development activities which had been planned. Rapert, Velliquette and Garretson (2002) observed that shared communication and understanding among human resources is an important aspect in development implementation process. For instance, through communicating vertically, the shared understanding about the prioritized strategies are likely to be enhanced hence leading to improvements.

Forman and Argenti (2005) observed that, the arrangements between the implementation of developments and the communication functions of corporations where observable in that the firms were undergoing visible and very important strategic changes. For instance, they

observed that the firms that they had studied had been involved in ensuring communication within the organization was felt and that information technology was the centre of ensuring the implementation of a strategy and the building of reputation.

Significant research had been done on implementation of strategic plans in private firms and companies but very few on public institutions, particularly in County Governments and this study intended to fill the gap. Secondly, much of the research had considered strategic plans but none had looked at the County Integrated Development Plans which has been the blueprint plan in county governments.

1.2 Statement of the Problem

Miller (2000) found in his research that the victories and strengths of organizations can often be the cause of their future development failure. He consequently delineated four major causes of development failure: leadership traps, monolithic cultures and skills, power and politics, and structural memories. All of these causes emerge while an organization is experiencing success-especially in its development planning initiatives. He advocated for a participatory form of leadership where every individual has a role in executing strategy; common and responsive cultures; and popular organizational structures embedded on logic and resource ability as essential pillars for high-quality realization of strategy.

Kenya's devolution is a massive transition and requires taking stock of the current situation and making decisions about staffing counties and appropriately phasing in functions/resources; but as Omolo (2009) notes, there has been very little attention to

strategy, particularly the implementation of County Integrated Development Plans geared towards an efficient and smooth transition.

Considering the state that county governments are in, the aspect of devolution has become a factor to note when investigating institutional factors affecting implementation of County Integrated Development Plans. According to Yemec (2005), fundamentally, the success of devolution requires huge resources, public awareness, capacity building initiatives and highly committed personnel, institutions and organizations, founded on the national values as enshrined in the Constitution. The essence of devolution is that at the local level the people are allowed a certain flexibility within which they can make decisions that are unique to themselves and their locality. They are allowed a measure of self-governance at this level but at the national level, decision-making is shared (Oloo, 2006).

The risks affecting the implementation of devolution in Kenya could be categorized as strategic, operational, institutional and funding (Oloo, 2006). Strategic risks are perceived to be those that adversely affect the future shape and form of devolution in Kenya, especially in terms of their effect on the anticipated outcomes, in relation to the provisions of the constitution and particularly touching on local authorities that need to transit (Oloo, 2006; Omolo, 2009).

In Kenya, County Governments have started to get serious about development planning because they recognize the challenges they face today and also because they are now required by the government to carry out strategic planning (GOK, 2012). The county

governments that are essentially traditional in orientation must find new ways of dealing with the issues facing them including increasing competition from private enterprise participation. It is therefore imperative that strategic planning is one of the major steps the authorities can take to address the challenges they face in enhancing the quality of their services to the respective jurisdictions, particularly considering the new phenomenon that is devolution. The purpose of this study was to carry out an analysis of the institutional factors that influence implementation of County Integrated Development Plans in Makueni County. This was geared to point out the established causes of failure before and to aid in having surveillance to avoid a vicious repeat elsewhere.

1.3 Purpose of the Study

The purpose of the study was to undertake a detailed analysis of both short and long term influence of institutional factors on implementation of County Integrated Development Plans within the context of Makueni County Government.

1.4 Objectives of the Study

The study was set to achieve the following objectives:

- (i) To establish the extent to which organizational culture influence implementation of County Integrated Development Plans in Makueni county,
- (ii) To examine how organizational structure influence implementation of County Integrated Development Plans in Makueni county,
- (iii) To analyze the influence of corporate leadership on implementation of County Integrated Development Plans in Makueni County

- (iv) To assess the extent to which resource allocation influence implementation of County Integrated Development Plans in Makueni County.

1.5 Research Questions

Towards achieving the pre-determined objectives, the study sought to find solutions to the following research questions:

- (i) To what extent does organizational culture influence implementation of County Integrated Development Plans in Makueni County?
- (ii) How does organizational structure influence implementation of County Integrated Development Plans in Makueni County?
- (iii) To what extent does corporate leadership influence implementation of County Integrated Development Plans in Makueni County?
- (iv) To what extent does resource allocation influence implementation of County Integrated Development Plans in Makueni County?

1.6 Hypotheses

H₀₁: Organizational culture does not have a significant influence on implementation of County Integrated Development Plans in Makueni County

H₀₂: Organizational structure does not have a significant influence on implementation of County Integrated Development Plans in Makueni County

H₀₃: Corporate Leadership does not have a significant influence on implementation of County Integrated Development Plans in Makueni County

H₀₄: Resource allocation does not have a significant influence on implementation of County Integrated Development plans in Makueni County.

1.7 Significance of the Study

This study can be of paramount significance to a number of both internal and external information users who include county government managers, strategy executors, government agencies and funding partners. The managers and strategy executors may benefit from popular views and opinions on their commitment and approaches to implementing County Integrated Development Plans, while the external government agencies such as Efficiency Monitoring Unit (EMU), Vision 2030 Secretariat and auditors can easily access pre-require information for respective decision making. The funding agencies on the other hand can be enabled to determine the efficiency with which their inputs are converted unto outputs. Finally, the study's findings are set to induce a renewed dimension of service delivery by the authorities to their clients (the public) through anticipated enhancement of internal efficiency.

1.8 Limitations of the Study

The study experienced limitations mainly on time factor since many of the targeted respondents were busy due to their positions and therefore had problems in responding to the instruments. However, the researcher used questionnaires and gave them ample time to respond.

1.9 Delimitation of the Study

The study was limited to analysis of the critical institutional factors that have influence on implementation of development management plans within the context of Makueni County Government in Kenya. Specific recommendations were pegged on the entities' organizational culture, structural patterns, corporate leadership and resource allocation as predictor variables for efficiency in development plan implementations. Geographically, the study's scope covered Makueni County. The study's units of analysis were the Ministries. Relevant data was particularly collected from departmental heads and management staff to form the basis for generalization and recommendations.

1.10 Assumptions of the study

The following would be assumptions:

1. Respondents would be truthful and honest and gave correct information.
2. The research variables adequately answered issues of institutional factors affecting implementation of CIPD in Makueni County
3. The respondents would be available and gave appropriate and reliable responses for this study.

1.11 Definition of Significant Terms

Development Plan	The blueprint that details how an organization intends to attain specified and pre-designed objectives.
Development Implementation	A process through which a conceived corporate development strategy is systematically transformed into expected outputs.
Organizational Culture	The specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization that control the way they interact with each other and with stakeholders outside the organization.
Organizational Structure	The hierarchical arrangement of organizational roles that defines how authority and responsibilities are shared for achievement of commonly held purpose.
Corporate Leadership	The organization's ability to influencing followership to a defined goal from employees.

1.12 Organization of the Study

This study is organized in five chapters, starting with chapter one that has the background to the study, statement of the problem, research objectives, questions and hypothesis, significance, scope, limitation, assumptions and operational definition of terms. Chapter two comprise of literature and the key areas covered include conceptual framework, theoretical reviews, empirical reviews, critical review and summary of existing research gaps filled by this study. Chapter three consists of the methodology used in the study from research design to target population and sampling. It also comprise of data collection methods, approaches

and instruments. The chapter also comprise of the validity and reliability tests together with the data analysis tools used and the ethical considerations.

Chapter four presents in depth analyses of the data that was collected and brings out the interpretation of the findings as was collected from the various respondents and subjected to statistical operations. Chapter five comprises of summary of the key findings as presented by way of discussion basing on the findings and the relevance to the literature review and objectives of the research study.it also carries the conclusions and recommendation of the study. The tail end of the report contains a list of references of the study's scholarly literature sources and appendices relevant to the study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section offers a review of literature and the key areas covered include conceptual framework, theoretical reviews, empirical reviews, critical review and summary of existing research gaps to be filled by this study.

2.2 Empirical Review

This section gives empirical evidence on the study variables and how they relate to each other.

2.2.1 Overview of Development Plan Implementation

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science and its research history has previously been described as fragmented and eclectic (Noble, 2000). It is thus not surprising that after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented.

Development implementation is the process through which development actions and plans are translated into action and results are achieved. It is acting on what has to be done internally to put the chosen development strategy into place and actually achieve the targeted results. Strategy implementation is a process by which management translate strategies and policies into action through the development of programs, budgets and procedures. It is administrative, looking for workable approaches to executing strategy and getting people to accomplish their jobs in a strategy supportive manner. Thompson and Strickland (2006) lends voice to the fact that strategy implementation includes the full range of managerial activities associated with putting a chosen strategy into place, supervising its pursuit and achieving the targeted results.

According to Irwin (2005) strategy implementation is an internal, operations driven activity involving organizing, budgeting, motivating, culture building, supervising, and leading to “make the strategy work”. Pearce and Robison (2007) and Lynch (2000) add that implementation includes aspects of who will be responsible for the implementation, the most suitable organizational structure to support the strategy and the relevant systems needed by the organization to track and monitor the progress.

Thompson and Strickland (2006) noted that the cornerstone of development implementation is “building an organization capable of carrying out the development successfully. Implementation is usually interference with the status quo, this interferences need to be managed in order to re-establish the organization. According to Ansoff and McDonell (2000), Implementation exhibits its own resistance which can invalidate the planning efforts.

Aosa (2002) observed that good projects are of no value unless they are effectively implemented and translated into action. Machuki (2005) and Ochanda (2005) have identified some of the challenges that organisations face as lack of tight fits between strategy and organizations' structure, capabilities, culture and reward systems.

There is growing interest in an attempt to understand why many well formulated strategies fail and the subsequent challenges facing organizations. Stoner et al(2001) note that the field is so new that there is no consensus about its dimension while Hrebiniak (2005) recognizes that there is too much talk about planning and formulation and little on implementation. Strategy implementation will therefore continue to attract attention because it plays a central role in the overall success of organizations today be they small or big, profit or non-profit making and even government institutions worldwide.

2.2.2 Organizational Culture and Implementation of Integrated Development Plans

Organizational culture is the specific collection of values, norms, beliefs, and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. The culture describes the characteristic ways - "this is the way we do it around here" - in which members of an organization get the job done. Top managers, because they can influence which kinds of beliefs and values develop in an organization, are an important determinant of how organizational members will work toward achieving organizational goals like implementation of strategic plans (Hill and Jones, 2010).

Peters and Waterman (2006) focused attention on the role of culture in project management. Organizational culture is more than emotional rhetoric; the culture of an organization develops over a period of time is influenced by the values, actions and, beliefs of individuals at all levels of the organization. Persons involved in choosing a development strategy often have access to volumes of information and research reports about the need for change in projects. They also have time to analyze and evaluate this information. What many managers fail to realize is that the information that may make one strategic alternative an obvious choice is not readily available to the individual employees who will be involved in the day-to-day implementation of the chosen strategy. These employees are often comfortable with the old way of doing things and see no need to change. The result is that management sees the employee as resisting change.

Employees generally do not regard their response to change as either positive or negative. An employee's response to change is simply behavior that makes sense from the employee's perspective. Managers need to look beyond what they see as resistance and attempt to understand the employee's frame of reference and why they may see the change as undesirable (Peters and Waterman, 2006). Further, Sathe (2003) argued that culture guides the actions of organization members without the need for detailed instructions to discuss how to approach particular issues or problems. He adds that an organization culture facilitates the mode of communication, decision-making, control, company relationships as well how the organization relates to the external environment which if not well formulated negatively affects implementation of development plans.

Top management is responsible for creating a lofty inspirational vision that will generate enthusiasm among all employees through sincere and sustained commitment coupled with persistence and reinforcement of those values, through word and deed. Managerial action to modify corporate culture should be both symbolic and substantive through visible actions and signals of management seriousness and commitment to the new strategy. Further, the project implementer must therefore ensure that development is always in line with culture to avoid what is commonly referred to as “this is how things have been done here” resistance (Robinson and Coulter, 2002).

2.2.3 Organizational Structure and Implementation of Integrated Development Plans

Structure in organizations refers to the formal framework by which tasks are organized and coordinated (Robin and Coulter, 2002). It is the basic way the firm’s different activities are organized to achieve efficiency and effectiveness Pearce& Robinson (1991), Johnson and Scholes (2004) identified five structural types. The five types include simple structure that is controlled by individuals, typical of small size operations, functional structures with a Chief Executive Officer (CEO) with prime activity centered in areas like Finance, Marketing, Production and others below him, geographical structure that would have functional structure at the headquarters plus geographical managers in different regions, divisional/strategic business unit structure that have some level of autonomy but reporting to corporate office, matrix structure usually for large complex organizations that combines functional, divisional as well as geographic structures and finally team based structures that cut across functions as well as project based structures that are formed and dissolved on the basis of specific projects.

Chandler (1962) on strategy and structure observed that there is a need for building an internal organization structure that is responsive to the needs of the project. Drucker (1974) observed that the simplest organization structure that will do the job is considered the best one. The structural design of a firm has to have clear key activities needed to produce key results.

As organizations grow, the size and number of their functions and divisions increase. To economize on bureaucratic costs and effectively coordinate the activities of people, functions, and divisions, managers must develop a clear and unambiguous hierarchy of authority or chain of command that defines each manager's relative authority from the CEO down through the middle managers and first-line managers to the non-managerial employees who actually make goods or provide services. Every manager, at every level of the hierarchy, supervises one or more subordinates (Richards, 2006). Hill and Jones (2010) supplement that when managers know exactly what their authority and responsibilities are, information distortion problems that promote managerial inefficiencies are kept to a minimum, and handoffs or transfers can be negotiated and monitored to economize on bureaucratic costs.

The growth in size or complexity (measured by the number of its employees, functions, and divisions) is coupled with lengthening of hierarchy of authority, making the organizational structure taller. Effective managers constantly scrutinize their hierarchies to see whether the number of levels can be reduced - for example by eliminating one level and giving the responsibilities of managers at that level to managers above and empowering employees below. Porter (2003) advocates that one important way to reduce the problems associated

with too-tall hierarchies and reduce bureaucratic costs is to decentralize authority—that is, vest authority in managers at lower levels in the hierarchy as well as at the top. Authority is centralized when managers at the upper levels of a company’s hierarchy retain the authority to make the most important decisions. When authority is decentralized, it is delegated to divisions, functions, and employees at lower levels in the company. Delegating authority in this fashion reduces bureaucratic costs because it avoids the communication and coordination problems that arise when information has to be constantly sent up the hierarchy, sometimes to the top of the organization, for decisions to be made and then back down again.

Much coordination takes place among people, functions, and divisions through the hierarchy of authority. Often, however, as a structure becomes complex, this is not enough, and top managers need to use various integrating mechanisms to increase communication and coordination among functions and divisions. The greater the complexity of an organization’s structure, the greater is the need for coordination among people, functions, and divisions to make the organizational structure work efficiently (Hill and Jones, 2010).

Mintzberg (1992, 2009) suggests that organizations can be differentiated along three basic dimensions: (1) the key part of the organization, that is, the part of the organization that plays the major role in determining its success or failure; (2) the prime coordinating mechanism, that is, the major method the organization uses to coordinate its activities; and (3) the type of decentralization used, that is, the extent to which the organization involves subordinates in the decision-making process. The key parts of an organization are shown in Figure 1 and include the following.

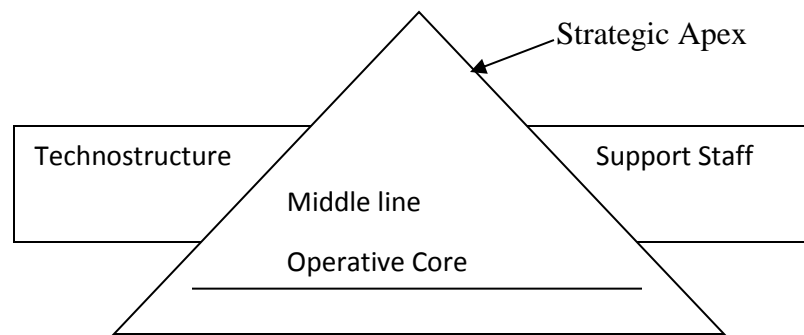


Figure 1: Source: Mintzberg (1999)

The strategic apex is top management and its support staff. In local authorities, this is the clerk and the administrative departments. The operative core is the workers who actually carry out the organization's tasks. The middle line is middle- and lower-level management. The technostructure are analysts such as engineers, accountants, planners, researchers, and personnel managers. The support staff is the people who provide indirect services. In local authorities, similar services include maintenance, clerical, food service, busing, legal counsel, and consulting to provide support.

The second basic dimension of an organization is its prime coordinating mechanism. This includes the following:

Direct supervision means that one individual is responsible of the work of others. This concept refers to the unity of command and scalar principles. Standardization of work process exists when the content of work is specified or programmed. In local authorities, this refers to job descriptions that govern the work performance of staff. Standardization of skills exists when the kind of training necessary to do the work is specified. In local authority systems,

this refers to staff certificates required for the various occupants of a local authority's hierarchy.

Standardization of output exists when the results of the work are specified. Because the "raw material" that is processed by the operative core (staff) consists of people (customers), not things, standardization of output is more difficult to measure in local authorities than in other non-service organizations. Nevertheless, a movement toward the standardization of output in local authorities in recent years has occurred. Examples include competency testing of staff. Mutual adjustment exists when work is coordinated through informal communication. Mutual adjustment or coordination is the major thrust of Likert's (1987) "linking-pin" concept. The third basic dimension of an organization is the type of decentralization it employs. The three types of decentralization are the following:

Vertical decentralization is the distribution of power down the chain of command, or shared authority between super ordinates and subordinates in any organization. Horizontal decentralization is the extent to which non administrators (including staff) make decisions, or shared authority between line and staff. Selective decentralization is the extent to which decision-making power is delegated to different units within the organization. In local authorities, these units might include instruction, business, personnel, public relations and research and development divisions.

Using the three basic dimensions—key part of the organization, prime coordinating mechanism, and type of decentralization—Mintzberg (1999) suggests that the strategy an organization adopts and the extent to which it practices that strategy result in five structural configurations: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy.

2.2.4 Corporate Leadership and Implementation of Integrated Development Plans

According to Hill and Jones (2010), organizational culture is created by the project leadership provided by an organization's founder and top managers. The management imprints its values and management style on the organization. Similarly, in the public sector the leadership style established by the Government is transmitted to the company's managers; as the company grows, it typically attracts new managers and employees who share the same values. Moreover, members of the organization typically recruit and select only those who share their values. Thus, a company's culture becomes more and more distinct as its members become more similar. The virtue of these shared values and common culture is that they increase integration and improve coordination among organizational members. Similarly, rules and procedures and direct supervision are less important when shared norms and values control behavior and motivate employees. In addition, when organizational members buy into cultural norms and values, they feel a bond with the organization and are more committed to finding new ways to help it succeed (Hill and Jones, 2010).

Strategic leadership also affects organizational culture through the way managers design organizational structure, that is, the way they delegate authority and divide task relationships. Thus, the way an organization designs its structure affects the norms and values that develop within the organization. Managers need to be aware of this fact when implementing their strategies. Moreover, if an organization is to survive, managers must take actions that enable it to adapt to environmental changes. Organizations with adaptive cultures are more likely to survive in a changing environment and indeed should have higher performance than organizations with inert cultures (Hill and Jones, 2010).

Hill and Jones (2010) also argue that management should cultivate values so that a company “sticks to its knitting,” which means strengthening its business model. A company must also establish close relationships with customers as a way of improving its competitive position. Most importantly, a company should try to establish an organizational design that will motivate employees to do their best. Inherent in this set of values is the belief that productivity is obtained through people and that respect for the individual is the primary means by which a company can create the right atmosphere for productive behavior. An emphasis on entrepreneurship and respect for the employee leads to the establishment of a structure that gives employees the latitude to make decisions and motivates them to succeed. Because a simple structure and a lean staff best fit this situation, the organization should be designed with only the number of managers and hierarchical levels that are necessary to get the job done. The organization should also be sufficiently decentralized to permit employees’ participation but centralized enough for management to make sure that the company pursues its strategic mission and that cultural values are followed (Hill and Jones, 2010).

Galbraith and Kazanjian (2006) argue that the top management is essential to the effective implementation of strategic change. Top management provides a role model for other managers to use in assessing the salient environmental variables, their relationship to the organization, and the appropriateness of the organization's response to these variables. The management also shapes the perceived relationships among organization components. Moreover, top management is largely responsible for the determination of organization structure (such as information flow, decision-making processes, and job assignments). The managers must also recognize the existing organization culture and learn to work within or change its parameters. Necessarily, they are responsible for the design and control of the organization's reward and incentive systems.

According to Kaplan (2006), the strategic managers are involved in the design of information systems for the organization. In this role, managers influence the environmental variables most likely to receive attention in the organization. They must also make certain that information concerning these key variables is available to affected managers. Top-level managers must also provide accurate and timely feedback concerning the organization's performance and the performance of individual business units within the organization. Organization members need information to maintain a realistic view of their performance, the performance of the organization, and the organization's relationship to the environment.

2.2.5 Allocation of Financial Resources and Implementation of Integrated Development Plans

An organization seeks to allocate its resources optimally for the sake of minimizing production costs and creating added value for the outputs. To implement this, management chooses a combination of structure, control, and culture compatible with lowering its cost structure while preserving its ability to attract customers. In practice, the functional structure is the most suitable provided that care is taken to select integrating mechanisms that will reduce communication and measurement problems (Hill and Jones, 2010).

Effectiveness in resource allocation also requires that managers continuously monitor their structures and control systems to find ways to restructure or streamline them so that they operate more effectively. For example, managers need to be alert to ways of using IT to standardize operations and lower costs. To reduce costs further, cost leaders use the cheapest and easiest forms of control available: output controls. For each function, a cost leader adopts output controls that allow it to closely monitor and evaluate functional performance. Cost leaders are likely to reward employees through generous incentive and bonus plans to encourage high performance. Their culture is often based on values that emphasize the bottom line. Organizations strive to control employees' behavior by linking reward systems to their control systems (Hill and Jones, 2010).

Tregue and Tobia (2009) observed that a project is presumed to be realistic if the required resources are available. The allocation represents management commitment to the plan of action. Aosa(2002) has talked about allocation of resources as the availing of material and

human resources required for the strategy implementation. Pearce and Robinson (2007) have seen the annual budget as the main vehicle for resource allocation. Thompson and Strickland (2006) on linking the budget with strategy mean providing enough of the right people and funds. Too little will not be enough and too much is waste. Implementing teams must be deeply involved in the budget process with such budgets being flexible enough to take into account evolving changes. Taylor (2006) contents that there should be staff development programs to build capacity, reward and incentive systems and performance evaluation program that will motivate and identify capability gaps.

2.3 Theoretical Review

For the purposes of this study, four theories on implementation of strategy and development plans were reviewed to form its conceptual basis. They included sequential thinking, electric implementation, adaptive and holistic theories as explained in the proceeding sub-section.

2.3.1 Sequential Thinking Theory

Hrebiniak and Joyce (2006), suggests that implementation is not only an important and difficult process but also a complex field of research. Most often than not, it is regarded as miscellaneous, interdisciplinary and particularly concerned with the integration of management disciplines. As a practice, it greatly focuses on the performance of organizations. Based on an extensive analysis of firms exhibiting and sustaining an unusual high-performance and firms able to achieve such a state in the short run, they identified four key factors influencing high performance. These are, Direction: developing a clear strategic direction; Efficiency: establishing a fast and effective organization; Adaptability: developing

an adaptive culture; and Focus: Shifting from focus on customer and cost reduction to the broad picture.

According to Hrebiniak and Joyce (2006), the people in charge of implementation need both a sequential and a simultaneous thinking. This particularly applies to key decisions. The sequential thinking defines a logical sequence or chain of causality or the relationship between consecutives and interconnected events. To design this chain, a manager should decide on the event or the first action (A) to be implemented. This raises the questions of what are the effects on event (B) and alternatively what are the necessary changes in (B) to support the implementation of (A). This implies that the relationship between event A and B must be established. After that, it will be necessary to discern the link between the following events until the last relationship is established (Z). Although the utility of such step-by-step analysis is relevant to the rational development of the implementation process, the underlying simplicity and narrowness of scope is not enough. Consequently, the manager will need an integrative vision of the events to infer the total or final effect in the function and structure of the organization if each event is implemented and takes place.

Analysis in the implementation process should therefore be conceptually broad and not entirely focused on specific events. Of course, embedding sequential and simultaneous thinking into the decision-making process of organizations is not an easy task and in some cases, it might be impossible. In general, the complexity of problems is reduced by fragmenting them into smaller and manageable parts, often at the cost of losing the broader perspective. However, as occurs in the formulation stage, the role of managers and their

individual capabilities can provide the necessary combination of specific and integrative analysis. However, an organization must be able to institutionalize key capabilities embedded in individuals in order to sustain functions over time (Joyce, 2009).

2.3.2 Adaptation Theory

If a firm is capable to develop an implementation model or process taking into consideration criteria for higher usefulness, one could anticipate a higher degree of congruence between achievements and expectations. A robust implementation, or an implementation with a strong fit, should be highly congruent. In the strategy process, the principle of congruence applies not only to the desirable alignment between expectations and results, but also to the alignment of theory and practice, and of function and structure. One should not forget that after all, the strategy process originates in part from the need to align systematically the function and structure of the firm with changes in the environment. In the overall context of congruence and fit, but particularly in the perspective of implementation, two activities are of great relevance: adaptation and search (Hrebiniak and Joyce, 2006).

The adaptation of organizations to changes in its environments has been the focus of extensive literature during the last decades. From the perspective of strategic management such research broadly focuses on the creation of strategies for efficient adaptation and the reasons why some firms evolve to perform better than others do. Porter (2003) for example explains these issues from the point of view of advantageous positioning in markets (competition), while other views emphasize the role of developing specific capabilities (differentiation) as a more effective adaptation mechanism. In spite of such a debate, an

additional and very important organizational activity regarding adaptation and change (although less studied) is the search for information. This implies the active search for information in order to understand the own and others' behavior, as well as to identify potential threats and opportunities. In general, a firm that is not efficient or able to search and use information whatsoever is likely to fail while responding to environmental changes. All the same, such a firm will be unable to formulate and implement strategies. From the perspective of our view of the strategy process, search is an activity central –but not restricted – to the appraisal stage (Porter, 2003).

In the implementation stage, search refers to activities aimed at producing information useful to reach an efficient fit among strategies, the organizational capabilities, resources, and the ongoing and intended practices and procedures. In general terms, the search in organization is believed to be influenced or driven by few factors (Jofre, 2011). Literature suggests that commonly, a search will be focused on the areas of the firm with a relatively high competitive advantage or on those more competitive resources and capabilities. Conversely, resources that are keys for performance will drive the search towards the ways to enhance their effect over competitive advantage (Hrebiniak and Joyce, 2006).

Past performance is by itself another driver of search. Firms with poor past performance will tend to direct the search towards potential ways to improve performance while firms with a good past performance will tend to search for ways to keep the advantage such as by creating barriers to competitors. Another important driver of search is learning. When a firm learns that past decisions or actions have been repeatedly and consistently right, then the search will

probably focus on such decisions and actions, affecting considerably the strategic direction and management of the firm. Eventually, from the strategic point of view, all factors influencing or driving the search in the organization are equally important (Porter, 2003).

2.3.3 Holistic Strategy Implementation Theory

In quest of finding a model for strategy implementation that could overcome existing deficiencies, Bourgeois and Brodwin (2004) have created a five-model system for strategy implementation categorizing strategy implementation practices. It shows different positions or viewpoints one might assume while implementing strategy. The commander model draws its influences from the military life, in the sense that the CEO wields absolute power. In this model the CEO is the rational agent behind the strategy decisions and plays no role in implementation. The CEO-model's works best with a powerful executive with few personal biases and vast and accurate sources of information (Bourgeois and Brodwin, 2004). The change model is based on planned interventions in the organization's structure and systems, which will set off the desired behavioral outcomes. This model creates the ability to carry out more complicated strategic plans than the commander model, but also creates an additional inflexibility for unanticipated events and changes of plan (Bourgeois and Brodwin, 2004).

The collaborative model extends the power of strategic decision-making from the CEO to the organization's management team. This model helps to motivate the managers and also provides the strategic decision-making-process with more information and cognitive capital. The problem of this model results from the fact that collaboration does not reach beyond top management. More decision making also means more politics and conflicts of interest, which

may mean less rationality (Bourgeois and Brodwin, 2004). The cultural model is based on molding the organization's culture to ensure the acceptance of a shared vision. This model is based on all organizational members participating in decision making directed to perpetuate the vision. The main problem of this model is the vast amount of time it requires. It also presupposes an intelligent and responsible workforce and may lead to suppressing homogeneity in the organization (Bourgeois and Brodwin, 2004).

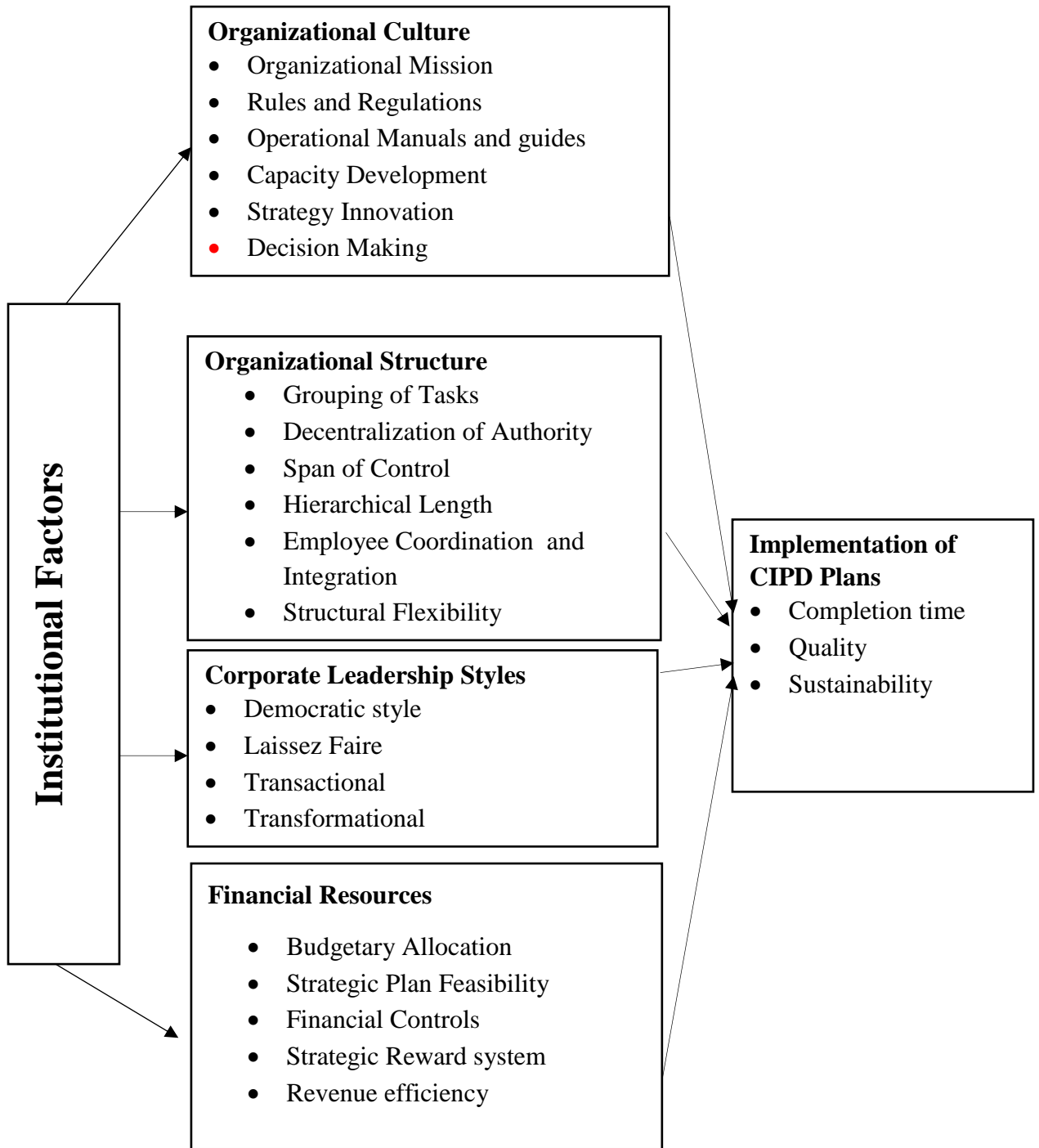
2.4 Conceptual Framework

The study examined the relationship between the independent variables namely; organizational culture, structure, leadership and allocation of resources and how they influence implementation of the County Integrated development plan which is the dependent variable: illustrated in figure 1 below. Basically, it is assumed that with effective and successful organizational culture, structure, leadership and allocation of resources, the implementation of the County Integrated development plan will undoubtedly improve and the reverse is true if they are ineffective and unsuccessful.

Figure 2: Conceptual Framework

Independent Variables

Dependent Variable



2.5 Research Gaps

Table 2.1 Summary of Research Gaps

Author	Focus of the Study	Methodology used	Findings	Gap in Knowledge	Focus of current Study
Aosa (2002)	Aspect of strategy formulation and implementation within large manufacturing companies in Kenya	Descriptive survey, regression and correlation	Factors like management commitment and organizational structure affect strategy formulation and implementation	<ol style="list-style-type: none"> 1. The study considered the private sector 2. The study did not consider organization culture and issues of resource allocation 	<ol style="list-style-type: none"> 1. This study considered the public sector 2. This study considered organization culture and issues of resource allocation
Brand et al (2000)	Leadership	Correlational design using regression and correlations	Leadership is a significant factor in strategy formulation and implementation	<ol style="list-style-type: none"> 1. The link between transformational and transactional leadership to implementation of strategy is missing 	<ol style="list-style-type: none"> 1. Offered the link between transformational and transactional leadership to implementation of strategy
Heide et al (2002)	Exploring barriers to successful implementation of strategy implementation	Descriptive and inferential methods	Barriers like organizational culture, structure and leadership affect strategy implementation	<ol style="list-style-type: none"> 1. The study did not consider resource allocation 2. It was done in the private sector 3. It looked at Europe 	<ol style="list-style-type: none"> 1. The study considers resource allocation 2. It looks at the Kenyan Context
Ochanda (2006)	Challenges to strategic implementation	Descriptive survey	Challenges to implementation of any strategy are organizational culture, structure and leadership	<ol style="list-style-type: none"> 1. The study considered formulated strategies 2. The study did only descriptive survey 	<ol style="list-style-type: none"> 1. This study looks at County integrated development plans which is a step away to strategic plan 2. The study added inferential analysis to it

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter examined the methodology that was used in the study from research design to target population and sampling. It also lays down the data collection methods, approaches and instruments. The chapter also puts down the validity and reliability tests together with the data analysis tools used and the ethical considerations.

3.2 Research Design

A research design is a systematic plan that helps solve a scientific problem (Kothari, 2004). It basically offers a framework that would be helpful in getting answers to a research problem in an orderly and systematic way. The research study employed the descriptive survey design. This type of research presents facts concerning the nature and status of a situation, as it exists at the time of the study (Creswell, 1994). This design also underscores the relationships and practices that exist, beliefs and processes that are ongoing, effects that are being felt, or trends that are developing. (Best, 1970), therefore, such approach tried to describe present conditions, events or systems based on the impressions or reactions of the respondents of the research (Creswell, 1994).

3.3 Target Population

A research target population is generally the entire collection of individuals or objects that is the main focus of a scientific query. The study targeted the ten Public service department in

Makueni County as given below in table 3.1. The study targeted the 216 management staff and heads of the departments working at the 9 departments within the County (Makueni County Records, 2016)

Table 3.1 Target Population

Departments	Staff
Roads, transport and Infrastructure	14
Youth, Gender, Sports and social services	24
Education and ICT	29
Water, Irrigation and Environment	17
Trade, Industry, Tourism and Cooperatives	24
Devolution and Public Service	17
Health Services	32
Agriculture, livestock and fisheries	28
Finance and social Economic Planning	14
Land, mining physical planning	16
Total	216

3.4 Sample and Sampling Procedure

Stratified Sampling was used to select the County departments as seen in Table 3.1. According to Kothari, (2004) stratified sampling is necessary when the study needs to group people in heterogeneous groups to get a representative sample. Simple random sampling was then used to select 116 staff members and management. The sample size for the study was calculated according to the formula recommended by Yamane, (1967), which is as below;

$$n = \frac{N}{1+Ne^2}$$

Where,
 n is size of sample
 N is population of sample
 e² is probability of error

Therefore the sample size for this study was:

$$n = \frac{216}{1+216(0.05)^2}$$

n = 116 Staff and management

Purposive sampling technique was then used to select the six top leaders of the public service departments. This technique was used because the respondents offered biased responses based on their positions and expertise.

3.5 Data Collection Instruments

Questionnaires were the data collection instruments. Questionnaires were the primary sources of data.

3.5.1 Questionnaires

The study used questionnaires to collect the data from both the existing county staff and managers. Questionnaire is a research tool that gathers data over a large sample (Kombo 2006). The questionnaire is the most appropriate research tool as it allows the researcher to collect information from a large sample with diverse background; the findings remain confidential, saves time and since they are presented in paper format there is no opportunity for bias. The questionnaire included questions geared to answer the research questions, namely, organizational culture, structure, corporate leadership and resource allocation. The questionnaires were given to the staff and given humble time to answer.

3.6 Reliability and Validity of the Instruments

The study measured both the reliability and validity of the instruments.

3.6.1 Reliability of the Instruments

Reliability refers to the level to which the measuring instruments provide consistent results (Kothari,2004).To establish reliability of research instruments, a pretest to test the reliability of instruments was done using a pilot study in neighboring Machakos County sampling 20 county staff and management (1% of target population) and then the Cronbach's coefficient alpha model was used. The higher the number of items in the instrument, the higher the chances of obtaining a consistent estimate of the reliability of the data (Kothari, 2004). Its figure was 0.713, showing high reliability. Any figure above 0.7 is considered a measure of high reliability of instruments. The formula used was the standard alpha coefficient formula.

3.6.2 Validity of the Instruments

Validity indicates the degree to which instruments measure what they are supposed to measure (Kothari, 2004). To establish Validity of the instruments, the study supervisor and the defense panel examined the content of the instruments and advised the researcher on the content validity. Her feedback was used to revise the instruments further.

3.7 Data Collection Procedure

The study secured a written research authorization from the National Commission of Science and Innovation and University of Nairobi before proceeding to collect data. The researcher together with research assistants personally visited the staff and administered the

questionnaires using the drop and pick later method. And where help in answering of the questionnaire was needed the researcher and the research assistants were there to help. The researcher later scrutinized and analyzed relevant documents to ascertain their credibility.

3.8 Data Analysis

Quantitative data was analyzed using descriptive statistics in form of percentages, frequencies standard deviations and means. Linear regression model and Pearson correlation analyses were also used to analyze data. The Social Package for Statistical science (SPSS) software version 20 aided in data analysis.

Regression Model

$$y = \alpha + \beta_1 (OC) + \beta_2 (OS) + \beta_3 (CL) + \beta_4 (RA) + e$$

Where the variables are defined as:

y. Implementation of CIPD

OC- Organizational Culture

OS- Organizational Structure

CL-Corporate Leadership

RA- Resource Allocation

e- Error term

3.9 Ethical considerations

The researcher had a standing principle that: The respondents be informed of the research duration and benefits of the study. Privacy, confidentiality and anonymity of the data

collected were assured to the respondents. It was explained to the respondents that the research was purely for academic purpose.

3.10 Operationalization of Variables

This is a summary of the systematic process of operationalization of the independent variable and dependent variable as derived from the objectives, their indicators, measures, the measurement, scale and level of analysis

Table 3.2 Operationalization of Variables

Research Objectives	Indicators	Measures	The Measurement	Data Collection	Scale	Level of Analysis
To establish the extent to which organizational culture influence implementation of County Integrated Development Plans,	Organizational Culture	<ul style="list-style-type: none"> Organizational Mission Rules and Regulations Operational Manuals and guides Capacity Development Strategy Innovation Decision Making 	<ul style="list-style-type: none"> Compliance of organizational mission Complaints on rules and regulations Persons making decisions Time of operationalization of manuals 	Questionnaires	<ul style="list-style-type: none"> Normal Ratio 	<ul style="list-style-type: none"> Frequencies Percentages Regression Correlation analysis
To examine how organizational structure adopted by the County Government influence realization of efficiency in implementing County Integrated Development Plans	Organizational Structure	<ul style="list-style-type: none"> Grouping of Tasks Decentralization of Authority Span of Control Hierarchical Length Employee Coordination and Integration Structural Flexibility 	<ul style="list-style-type: none"> Task completion Centres of authority 	questionnaires	<ul style="list-style-type: none"> Normal Ratio 	<ul style="list-style-type: none"> Frequencies Percentages Regression Correlation analysis
To analyze the influence of corporate leadership on implementation of County Integrated Development	Leadership	<ul style="list-style-type: none"> Democratic style Laissez Faire Transactional Transformational 	<ul style="list-style-type: none"> Charismatic activities Rewards given Promotions given 	questionnaires	<ul style="list-style-type: none"> Normal Ratio 	<ul style="list-style-type: none"> Frequencies Percentages Regression Correlation analysis

Plans in
Makueni
County

To assess the extent to which resource allocation at the county government influence implementation of County Integrated Development Plans.

Resource allocation

- Budgetary Allocation
- Strategic Plan Feasibility
- Financial Controls
- Strategic Reward system
- Revenue efficiency

- Costs in Budget
- Availability of plan
- Auditing frequency and measures
- Controls in transactions and disbursements

questionnaires

- Norminal Ratio

- Frequencies
- Percentages
- Regression
- Correlation analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter deals with data analysis, presentation and interpretation of the findings of this study. This chapter is divided into the following sections: General characteristics of the respondents; implementation of County Integrated Development Plans; extent to which organizational culture embraced by the county Government influence implementation of County Integrated Development Plans; how organizational structure adopted by the County Government influence realization of efficiency in implementing County Integrated Development Plans; influence of corporate leadership on implementation of County Integrated Development Plans; and extent to which resource allocation at the county government influence implementation of County Integrated Development Plans. It also offers both the correlation and regression analyses.

4.2 Response Rate

There were a total of 116 questionnaire distributed to the targeted respondents. Only 106 of the targeted respondents gave their responses in all questions asked. This means that the questionnaire response rate was 91.3% which is excellent going by Mugenda and Mugenda (1999).this excellent response rate is due to unwavering efforts by the research and research assistant who persistently kept in touch with the respondent and collected he dully filled questionnaires promptly

Table 4.1 Response rate

Departments	Target	Count	Percent (%)
Roads, transport and Infrastructure	14	7	9.4
Youth,Gender,sports and social services	24	11	8.9
Education and ICT	24	11	9.2
Water, irrigation and Environment	17	9	9.6
Trade, industry, Tourism and Cooperatives	33	16	8.6
Devolution and Public Service	17	8	9.4
Health services	29	13	8.8
Agriculture, livestock and fisheries	28	16	9.1
	14	7	9.4
Finance and social economic planning	16		8.9
		8	
Land, mining and physical planning			
Total	216	106	91.3

4.3 General Characteristics of the Respondents

The study was informed by key Makueni County staff that is critical in determining the influence of institutional factors on implementation of County Integrated Development Plans within the context of Makueni County Government. There were 106 respondents comprising county staff. All the targeted respondents gave their responses in all questions asked. Respondents were asked to give general information regarding their background.

4.3.1 Gender and Age Distribution of Respondents

The respondents were asked to give their gender and age distribution. The response is as seen in table 4.2.

Table 4.2 Gender of Respondents * Age of Respondents Cross tabulation

Gender of Respondents		Age of Respondents					Total
		18-25 years	26-35 years	36-45 years	46-55 years	Over 55 Years	
		%	%	%	%	%	%
Gender of Male Respondents	Count	4	6	41	6	4	61
	% within Age of Respondents	50.0	30.0	63.1	75.0	80.0	57.5
	% of Total	3.8	5.7	38.7	5.7	3.8	57.5
	Female Count	4	14	24	2	1	45
	% within Age of Respondents	50.0	70.0	36.9	25.0	20.0	42.5
Total	% of Total	3.8	13.2	22.6	1.9	.9	42.5
	Count	8	20	65	8	5	106
	% within Age of Respondents	100.0	100.0	100.0	100.0	100.0	100.0
	% of Total	7.5	18.9	61.3	7.5	4.7	100.0

From Table 4.2, it is clear that majority of the staff was male at 57.5% while only 42.5% were female. This implies a male dominated Makueni County public workforce. However, it should be noted that female staff were not far off. This is a positive indication and is agreed by Alexander, (2005) who argued that many public service entities in developing countries have begun to embrace female employment, a factor that was not the case 15 years or so ago. On their ages, majority at 61.3% were aged between 36-45 years followed by 18.9% between 26-35 years, 7.5% between 18-25 years and 45-55 years respectively and only 4.7% aged above 55 years. This is an indication that majority of respondents were adequately exposed to issues of influence of institutional factors on implementation of County Integrated

Development Plans, having created the impression from their ages that they were mature enough to comprehend the issues involved.

4.3.2 Level of Education and Work Experience

Education is important for the acquisition of necessary skills and competencies for proper work (Anthanassiou & Nigh, 2009). Further, the respondents had served for varied number of years at their work stations at varied positions in the organization. The result is as seen in Table 4.3.

Table 4.3 Highest Level of Education Attained * Number of Years Worked Cross tabulation

Highest Level of Education Attained		Number of Years Worked				Total	
		Below years	5-10 years	10-15 years	Above 15 years		
		(%)	(%)	(%)	(%)		
Highest Level of Education Attained	Certificate	Count	1	1	3	3	8
		% in Number of Years Worked	8.3	7.1	10.3	5.9	7.5
		% of Total	.9	.9	2.8	2.8	7.5
	Diploma	Count	1	3	6	10	20
		% in Number of Years Worked	8.3	21.4	20.7	19.6	18.9
		% of Total	.9	2.8	5.7	9.4	18.9
	Degree Only	Count	8	8	15	29	60
		% in Number of Years Worked	66.7	57.1	51.7	56.9	56.6
		% of Total	7.5	7.5	14.2	27.4	56.6
	Degree Plus Diploma (PGD)	Count	1	1	4	6	12
		% in Number of Years Worked	8.3	7.1	13.8	11.8	11.3
		% of Total	.9	.9	3.8	5.7	11.3
	Masters	Count	1	1	1	3	6
		% in Number of Years Worked	8.3	7.1	3.4	5.9	5.7
		% of Total	.9	.9	.9	2.8	5.7
Total	Count	12	14	29	51	106	
	% in Number of Years Worked	100.0	100.0	100.0	100.0	100.0	
	% of Total	11.3	13.2	27.4	48.1	100.0	

From Table 4.3 it is clear that majority at 56.6% were first degree holders, followed by 18.9% who were diploma holders, 11.3% were degree and post graduate diploma holders, 7.5% were certificate holders and 5.7% were Master's degree holders. This implies that there had been efforts by the respondents to further their studies. As a result the respondents who had First Degree and above were more knowledgeable compared to the others. More so, we can infer that the respondents had a quest to further their studies and therefore become more suitable to the changing requirements of the job market. Moreover, the fact that majority of the respondents had degree qualification and above implies that they were qualified to reliably answer questions about influence of institutional factors on implementation of County Integrated Development Plans.

On work experience, it is evident that majority at 48.1% had worked for the public service for more than 15 years, 27.4% for between 10-15 years, 13.2% for between 5-10 years and finally, 11.3% for less than 5 years. This implies that majority of respondents were fairly experienced. The level of experience indicated above is significant because Galbraith and Kanzanjian, (2006) argue that the credibility of the information gathered in any study is informed by the many years of the respondents' service to the organization. The experience proves the validity and reliability of the information obtained. Their skills, knowledge and expertise had been tested for a long period hence their perception on the matter under study had been influenced by their experience. From the table you would notice that the respondents seeking higher education was proportionate with the number of years worked, basically, implying a need to improve on education as years go by.

4.4 Implementation of County Integrated Development Plan

To understand the aspect of the dependent variable, the respondents were asked about the extent to which they had implemented the CIDP. The response is as seen in Table 4.4.

Table 4.4 Implementation of County Integrated Development Plan

Statements	SA		A		N		D		SD		Mean	StD
	C	%	C	%	C	%	C	%	C	%		
County programs, budgets and procedures are quickly translated to action	6	5.7	23	21.7	5	4.7	66	62.3	6	5.7	2.70	1.05
Workable approaches to execute strategy and getting people to accomplish their jobs in a strategy supportive manner is available	7	6.6	25	23.6	5	4.7	64	60.4	5	4.7	2.67	.830
There is too much talk about County Integrated Development Planning and formulation and little on implementation.	6	5.7	56	52.8	9	8.5	27	25.5	8	7.5	2.87	.942
The quality of work done out of the County Integrated Development Plan is often of top quality	11	10.4	58	54.7	7	6.6	23	21.7	7	6.6	2.69	.742
The implementation of County Integrated Development Plan at the County is not so far timely and sustainable	7	6.6	52	49.1	8	7.5	27	25.5	12	11.3	3.16	.808

From Table 4.4 it is clear that majority at 68.0% disagreed with the assertion that County programs, budgets and procedures were quickly translated to action. Only 26.4% agreed and 4.7% were undecided. This implies that there was a problem with translation of budgets and procedures quickly in a bid to effectively implement the CIDP. Noble (2000) in supporting this result had noted that a myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science and its research history has previously been described as fragmented and eclectic. It is thus not surprising that after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process.

When the respondents were asked if workable approaches to execute strategy and getting people to accomplish their jobs in a strategy supportive manner was available, 65.1% disagreed, 30.2% agreed and 4.7% were undecided. This implies that consequent to lack of effective CIDP implementation, a strategic conducive environment to create effective work was not present. In supporting this result, Pearce and Robison (2007) and Lynch (2000) had noted that lack of proper implementation excludes aspects of who will be responsible for the implementation, the most suitable organizational structure to support the strategy and the relevant systems needed by the organization to track and monitor the progress.

When the respondents were asked whether there was too much talk about County Integrated Development Planning and formulation and little on implementation, 58.5% agreed, 33.0% disagreed and 8.5% were neutral. This gives an indication that employees felt talk did not

translate to implementation. Aosa (2002) observed that good projects are of no value unless they are effectively implemented and translated into action and not just talk. Machuki (2005) and Ochanda (2005) had identified some of the challenges that organisations face as lack of tight fits between strategy and organizations' structure, capabilities, culture and reward systems and talk that does not translate into action.

On whether the quality of work done out of the County Integrated Development Plan was often of top quality, 65.1% disagreed, 28.3% agreed and 6.6% were undecided. This implies that there was ineffective quality work done at the counties due to certain challenges. There is growing interest in an attempt to understand why many well formulated strategies fail and the subsequent challenges facing organizations. Stoner et al (2001) noted that the field is so new that there is no consensus about its dimension while Hrebiniak (2005) recognizes that there is too much talk about planning and formulation and little on implementation and that formulation does not translate into quality implementation with poor workmanship often witnessed.

Finally, the respondents were asked if the implementation of County Integrated Development Plan at the County was not so far timely and sustainable, 55.7% agreed, 36.8% disagreed and 7.5% were undecided. This gives an indication of lack of effective implementation had led to a feeling that it wasn't timely and sustainable. However, based on reviewed literature (Hrebiniak, 2005; Stoner et al, 2001), implementation of any plan is necessary. In fact, the argument notes that strategy implementation will continue to attract attention because it plays

a central role in the overall success of organizations today be they small or big, profit or nonprofit making and even government institutions worldwide.

4.5 Influence of Organizational Culture on Implementation of CIDP

This part used the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2000) to assess six key dimensions of organizational culture. Tables 4.5 and 4.6 show the results

Table 4.5 Average Scores of Staff Now and Preferred Perceptions

Dimension	Item	Now	Prefer	Score
Dominant Characteristics	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	4.87	5.61	-.744
	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	5.04	5.62	-.577
	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	4.88	5.48	-.599
	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	5.56	5.57	-.013
Organizational Leadership	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	5.57	6.06	-.489
	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	5.42	6.02	-.621
	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	5.45	6.15	-.692
	The leadership in the organization is	5.37	6.03	-.665

	generally considered to exemplify coordinating, organizing, or smooth-running efficiency.			
Management of Employees	The management style in the organization is characterized by teamwork, consensus, and participation.	5.45	5.98	-.533
	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	5.26	5.88	-.612
	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	5.04	5.63	-.590
	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	5.07	5.50	-.427
Organization Glue	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	5.34	5.96	-.626
	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	5.50	6.10	-.599
	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	5.52	6.11	-.590
	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	5.21	5.91	-.699
Strategic Emphases	The organization emphasizes human development. High trust, openness, and participation persist.	4.87	5.73	-.859
	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	4.47	5.19	-.718

Criteria of Success	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	4.45	5.38	-.930
	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	4.55	5.40	-.855
	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	4.17	5.23	-.839
	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	4.27	5.09	-.738
	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	4.25	5.28	-.910
	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	4.50	5.20	-.825

The 24 sets (pairs) of statements are designed to fit into the six dimensions of organizational culture. A seven-point scale ranging from “strongly agree” (7) to “strongly disagree” (1) accompanies each statement. The “strongly agree” end of scale is designed to correlate with high expectations and high perceptions based on the preferred and now respectively. Effective organizational culture occurs when expectations (preferred) are met (or exceeded) and a culture gap materializes if expectations are not met. The gap score for each statement is calculated as the now score minus the preferred score. A positive gap score implies that expectations have been met or exceeded and a negative score implies that expectations are not being met basically that the actions are not experienced now but preferred. Gap scores

can be analyzed for each individual statement and can be aggregated to give an overall gap score for each dimension (Parasuraman *et al.*, 1988).

From Table 4.5 it is clear that as shown in the table scores for all items bear negative signs meaning that preferred are greater than the current 'now' performance, then organizational culture is less than satisfactory and a culture gap materialized.

Research conducted, are of the sort that support the scale. Common result of the relevant researches can be summarized as such, that, perceived organizational culture is the result of comparison of present culture with preferred and the evaluation of organizational culture does not only depend on final output but also on the way of how the culture is experienced (Hill and Jones, 2010). This result further agrees with Peters and Waterman (2006), who argued that culture gaps was common and negative scores were the order of the day particularly in the public service where the perceptions and expectations of both customers and staff, often similar, showed that there was no effective organizational culture that could improve implementation of strategy in the public service.

Table 4.6: Dimensions of Organizational Culture Scores

Dimensions	N	OC Scores (Average)	Sig. (p)	Relative Importance (Weights) Dimensions stated by Staff (%)	Weighted OC of Score
Dominant Characteristics	106	-.64000	.007	16.77290	-0.10734
Organizational Leadership	106	-.62020	.000	27.62948	-0.17135
Management of Employees	106	-.54050	.001	20.18326	-0.10909
Organizational Glue	106	-.62850	.000	20.27490	-0.12742
Strategic Emphases	106	-.83720	.000	15.13944	-0.12674
Criteria of Success	106	-.71543	.000	18.12459	-0.13768
Total un-weighted OC score		-.65328			
Total weighted OC score					-0.64197

Table 4.6 shows organizational culture scores presented in line with six dimensions. These dimensions include Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases and Criteria of Success. The average scores were derived from table 4.4 based on the specific measures of OC, the relative importance by staff were weighted using SPSS options, and together they presented the weighted OC scores. The negative result again reflects the fact that the expectations were higher than the perceptions. Based on the culture dimensions, strategic emphases has the highest negative OC scores. In other words, compared with other factors, satisfactory level of strategic emphases is lower.

Further, respondents' rating of culture dimensions is shown in Table 4.5. In regards to the quality improvement, the most important dimension to which highest rating (27.63 percent) is assigned is organizational leadership. This dimension is followed by management of employees and organization glue respectively. In this respect, strategic emphases having the highest negative culture score is the least important dimension. When the relative importance of quality dimensions as weights are considered, highest negative score passed from strategic emphases to organization leadership. Furthermore, the difference between total weighted OC score (-0.64197) and total unweighted OC score (-.65328) do not seem noteworthy. Again this is agreed to in literature (Appelbaum *et al*, 2008; Bennebroek-Gravenhorst *et al*, 2006) who in their studies found that strategic emphases had the lowest negative rating in the public service because they argued, strategic emphases was characterized more by psychological and emotional needs to which public servants were unwilling to engage with when it came to customer interaction.

4.6 Influence of Organizational Structure on Implementing CIDP

The second objective sought to establish how organizational structure adopted by the County Government influence realization of efficiency in implementing County Integrated Development Plans. The result is as seen in Table 4.7

Table 4.7 Influence of Organization Structure on Implementation of CIDP

Statements	SA		A		N		D		SD		Mean	StD
	C	%	C	%	C	%	C	%	C	%		
The County has an Organization's structure that supports implementation of documented strategies in the master plan	6	5.7	23	21.7	5	4.7	66	62.3	6	5.7	2.70	1.05
Organization's structure is not aligned according to the central government	7	6.6	25	23.6	5	4.7	64	60.4	5	4.7	2.67	.830
Our organization's structure focuses on Centrality in reporting	6	5.7	56	52.8	9	8.5	27	25.5	8	7.5	2.87	.942
There has been change of organizational structure to support new strategy	11	10.4	58	54.7	7	6.6	23	21.7	7	6.6	2.69	.742
Our County constantly embraces change	7	6.6	52	49.1	8	7.5	27	25.5	12	11.3	3.16	.808
Our organization's structure uses a Flat line policy and structure	12	11.3	65	61.3	3	2.8	17	16.0	9	8.5	3.12	.702
We have a rigid bureaucracy	9	8.5	65	61.3	5	4.7	21	19.8	6	5.7	2.55	1.89
We have a Straight line structure without too many levels of hierarchy	9	8.5	66	62.3	5	4.7	19	17.9	7	6.6	2.73	.929
Structural changes are communicated to all employees	6	5.7	22	20.8	7	6.6	60	56.6	11	10.4	2.49	.829
Our organization's structure had not been effective in enhancing implementation of County Integrated Development Plan	10	9.4	64	60.4	5	4.7	18	17.0	9	8.5	2.12	1.38

From Table 4.7 it is clear that when asked if the County had an Organization's structure that supported implementation of documented strategies in the master plan majority at 68.0%

disagreed with the assertion while 26.4% agreed and 4.7% were undecided. This implies that there was a problem with the way the organization was structured and this affected implementation of CIPD. This could further lend credence to the assertion by Chandler (1962) on strategy and structure, that there is a need for building an internal organization structure that is responsive to the needs of the project. Drucker (1974) observed that the simplest organization structure that will do the job is considered the best one.

When the respondents were asked if the organization's structure was aligned according to the central government, 65.1% agreed, 30.2% disagreed and 4.7% were undecided. This implies that consequent structure and all its attendant problems was basically borrowed from the national government inasmuch as each county has the power to change it to suit their performance needs. Richards (2006) somewhat being cognizant of this finding noted that as organizations grow, the size and number of their functions and divisions increase. To economize on bureaucratic costs and effectively coordinate the activities of people, functions, and divisions, managers must develop a clear and unambiguous hierarchy of authority or chain of command that defines each manager's relative authority from the CEO down through the middle managers and first-line managers to the non-managerial employees who actually make goods or provide services.

When the respondents were asked whether the organization's structure focused on centrality in reporting, 58.5% agreed, 33.0% disagreed and 8.5% were neutral. This gives an indication that the structure was a simple one. Pearce & Robinson (1991), Johnson and Scholes (2004) identified five structural types. The five types include simple structure that is controlled by

individuals, typical of small size operations, functional structures with a Chief Executive Officer (CEO) with prime activity centered in areas like Finance, Marketing, Production and others below him as this finding seems to suggest.

On whether there had been change of organizational structure to support new strategy, 65.1% agreed, 28.3% disagreed and 6.6% were undecided. This gives a positive implication that the County had noticed problems with the structure as it stood and were considering improvising to ensure that implementation of the CIDP. This finding is observed and agreed to by literature with Hill and Jones (2010) supplementing that when managers know exactly what their authority and responsibilities are, information distortion problems that promote managerial inefficiencies are kept to a minimum, and handoffs or transfers can be negotiated and monitored to economize on bureaucratic costs together with restructuring of the organization to meet strategic needs.

When the respondents were asked if the County constantly embraced change, 55.7% agreed, 36.8% disagreed and 7.5% were undecided. This gives an indication of the concept of change was a factor that was considered when it arose. Communication of change and its embrace is central to the strategic implementation success of most or all organizations. And when change is occurring in an organization, communication is even more essential to implement that change effectively (Elving & Hansma, 2008). However, one problem for many modern organizations is that change is not always communicated effectively (Burke, 2008; Cummings & Worley, 2009).

On whether the organization's structure used a Flat line policy and structure, majority at 72.6% agreed, 24.5% disagreed and 2.8% were undecided. This implies that most of the decisions were made at the top and communicated downwards. This is often problematic as it offers a rigid structure that is often not amenable to change. Effective managers constantly scrutinize their hierarchies to see whether the number of levels can be reduced - for example by eliminating one level and giving the responsibilities of managers at that level to managers above and empowering employees below. Porter (2003) advocates that one important way to reduce the problems associated with too-tall hierarchies and reduce bureaucratic costs is to decentralize authority—that is, vest authority in managers at lower levels in the hierarchy as well as at the top.

When asked if the county had a rigid bureaucracy, 69.8% agreed, 25.5% disagreed and 4.7% were neutral. This implies again, that most of the decisions were made at the top and communicated downwards. This is often problematic as it offers a rigid structure that is often not amenable to change. Authority is centralized when managers at the upper levels of a company's hierarchy retain the authority to make the most important decisions. When authority is decentralized, it is delegated to divisions, functions, and employees at lower levels in the company. Delegating authority in this fashion reduces bureaucratic costs because it avoids the communication and coordination problems that arise when information has to be constantly sent up the hierarchy, sometimes to the top of the organization, for decisions to be made and then back down again. When the respondents were asked if they had a Straight line structure without too many levels of hierarchy, 70.8% agreed, 24.5%

disagreed and 4.7% were undecided. This implies that again the organization was centralized and more devolution was needed in a devolved unit of government!

On whether structural changes were communicated to all employees, 67.0% disagreed, 26.4% agreed and 6.6% were undecided. This implies that communication of change was a problem. Communication of change and its embrace is central to the strategic implementation success of most or all organizations. And when change is occurring in an organization, communication is even more essential to implement that change effectively (Elving & Hansma, 2008). However, one problem for many modern organizations is that change is not always communicated effectively (Burke, 2008; Cummings & Worley, 2009).

Finally, when asked if generally, organization's structure had been effective in enhancing implementation of County Integrated Development Plan, 69.8% disagreed, 25.5% agreed and 4.7% were undecided. This implies that there was no effective implementation occasioned by poor organizational structure. Using the three basic dimensions—key part of the organization, prime coordinating mechanism, and type of decentralization—Mintzberg (1999) suggests that the strategy an organization adopts and the extent to which it practices that strategy result in five structural configurations: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy and he advocates for an inclusive system that has decisions made from experts without hierarchical bottlenecks.

4.7 Influence of Corporate leadership on Implementation of CIDP

The third objective sought to explore the influence of corporate leadership on implementation of County Integrated Development Plans. The result is as seen in Table 4.8

Table 4.8 Influence of Corporate Leadership on Implementation of CIDP

Statements	SA		A		N		D		SD		Mean	StD
	C	%	C	%	C	%	C	%	C	%		
Employees need to be supervised closely, or they are not likely to do their work.	9	8.5	66	62.3	6	5.7	18	17.0	7	6.6	2.42	.612
Employees want to be a part of the decision-making process	8	7.5	64	60.4	7	6.6	19	17.9	8	7.5	2.65	1.00
In complex situations, leaders should let subordinates work problems out on their own.	7	6.6	60	56.6	8	7.5	22	20.8	9	8.5	2.53	.949
It is fair to say that most employees in the general population are lazy.	6	5.7	20	18.9	5	4.7	70	66.0	5	4.7	2.40	.849
Providing guidance with pressure is the key to being a good leader.	8	7.5	20	18.9	7	6.6	67	63.2	4	3.8	2.62	1.05
As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	6	5.7	63	59.4	8	7.5	19	17.9	10	9.4	2.72	.949
Most workers want frequent and supportive communication from their leaders.	12	11.3	65	61.3	3	2.8	17	16.0	9	8.5	3.41	.702
Most employees feel insecure about their work and need direction.	9	8.5	65	61.3	5	4.7	21	19.8	6	5.7	2.23	1.24
The leader is the chief judge of the achievements of the members of the group.	10	9.4	64	60.4	5	4.7	18	17.0	9	8.5	2.42	1.88
It is the leader's job to help subordinates find their "passion."	9	8.5	66	62.3	5	4.7	19	17.9	7	6.6	2.11	.943
Effective leaders give orders and clarify procedures.	11	10.4	60	56.6	7	6.6	22	20.8	6	5.7	2.56	.845

From Table 4.8, it is evidently clear that majority at 70.8% agreed that employees needed to be supervised closely, or they were not likely to do their work. Only 23.6% disagreed and 5.7% were neutral. This implies that the leadership style had some form of authority that was not transactional nor transformational. This is agreed to in literature where leadership gurus argue that there is need for shared values to avoid close supervision which is always stifling (Hill & Jones, 2010).

When asked if employees wanted to be a part of the decision-making process, 67.9% agreed, 25.4% disagreed and 6.6% were neutral. This gives an indication of the relevance of participation in decision process in creating quality implementation. Hargreaves, (1994) highlights the importance of creating opportunities for individual voices to be heard in collaborative endeavors while Fullan, (1997) points out that reform often misfires because we fail to learn from those who disagree with us.

On whether in complex situations, leaders should let subordinates work problems out on their own, 63.2% agreed, 29.3% disagreed and 7.5% were undecided. This gives an indication that the employees wanted transformational leadership. The virtue of these shared values and common culture is that they increase integration and improve coordination among organizational members. Similarly, rules and procedures and direct supervision are less important when shared norms and values control behavior and motivate employees. In addition, when organizational members buy into cultural norms and values, they feel a bond with the organization and are more committed to finding new ways to help it succeed (Hill and Jones, 2010).

When the respondents were asked if most employees felt insecure about their work and needed direction, 70.7% disagreed, 24.6% agreed and 4.7% were undecided. This implies that the staff felt they were adequately qualified to handle the job and could do the work on their own. Galbraith and Kazanjian (2006) argue that the top management is essential to the effective implementation of strategic change. Top management provides a role model for other managers to use in assessing the salient environmental variables, their relationship to the organization, and the appropriateness of the organization's response to these variables. The management also shapes the perceived relationships among organization components and once such as been achieved, qualified staff do not need too much direction anymore.

On whether the leader was the chief judge of the achievements of the members of the group, 69.8% agreed, 25.5% disagreed and 4.7% were neutral. This implies that management exercised power often to offer change needs in situations of emergencies and shortages in resources. This involves imposition of change or the issuing of edicts about change. It is the explicit use of power and may be necessary if the organization is facing a crisis. This style may be useful in crisis situations or rapid transformational change (Wendell & Cecil, 2001). Other strategies include use of power to bring about change. Change can be implemented in situations where the implementers possess some form of power. According to Bowman and Asch, (2007), power strategies are used in situations where the change must be implemented quickly.

When asked if generally, it is the leader's job to help subordinates find their "passion.", 65.1% agreed, 27.3% disagreed and 7.5% were undecided. This implies that, basically, the

staff also wanted some form of transformational leadership to help them implement the strategy better. Transformational leaders are more concerned about the passion and voluntary commitment of the employees to help them implement strategies better (Bass, 1990).

When asked if effective leaders gave orders and clarified procedure, majority at 72.6% agreed, 24.5% disagreed and 2.8% were undecided. This implies that positively, the managers gave direction and clarified what needed to be done and how it was to be done. This is an example of a combination of transactional and transformational leadership which is good for strategy implementation like the County Integrated Development Plans. Further literature attests to this as according to Kaplan (2006), the strategic managers are involved in the design of information systems for the organization. In this role, managers influence the environmental variables most likely to receive attention in the organization. They must also make certain that information concerning these key variables is available to affected managers. Top-level managers must also provide accurate and timely feedback concerning the organization's performance and the performance of individual business units within the organization. Organization members need information to maintain a realistic view of their performance, the performance of the organization, and the organization's relationship to the environment.

4.8 Resource Allocation at the County Government and Implementation of CIDP

The fourth objective sought to assess the extent to which resource allocation at the county government influence implementation of County Integrated Development Plans. The result is as seen in Table 4.9

Table 4.9 Resource Allocation and Implementation of CIDP

Statements	VGE		GE		M		LE		NA		Mean	StD
	C	%	C	%	C	%	C	%	C	%		
To what extent does the availability of resources required, (physical Financial and human facilities) support the implementation of the documented strategies?	12	11.3	65	61.3	3	2.8	17	16.0	9	8.5	3.42	.712
To what extent do the financial systems and procedures established by the organization support strategy implementation?	9	8.5	65	61.3	5	4.7	21	19.8	6	5.7	2.55	1.09
To what extent does the company maintain financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient reporting, all geared towards strategy implementation?	9	8.5	66	62.3	5	4.7	19	17.9	7	6.6	2.03	.909
To what extent do resources get allocated optimally for the sake of minimizing production costs and creating added value for the outputs?	11	10.4	60	56.6	7	6.6	22	20.8	6	5.7	2.48	.809
To what extent does IT get utilized for standardization of operations and lowering cost for effective County Integrated Development Plan implementation?	9	8.5	18	17.0	5	4.7	64	60.4	10	9.4	2.32	1.35

From Table 4.9, it is clear that majority at 72.6% said that to a great extent the availability of resources required, (physical Financial and human facilities) supported the implementation of the documented strategies. This implies that availability of resources required, (physical Financial and human facilities) was very important if CIDP was to be effectively implemented. Literature is awash with support to this finding. Tregue and Tobia (2009) observed that a project is presumed to be realistic if the required resources are available. The allocation represents management commitment to the plan of action. Aosa (2002) has talked about allocation of resources as the availing of material and human resources required for the strategy implementation. Pearce and Robinson (2007) have seen the annual budget as the main vehicle for resource allocation.

When asked to what extent the financial systems and procedures established by the organization supported strategy implementation. 69.8% said to a great extent, 25.5% said to a little extent and 4.7% were moderate. This implies that financial systems and procedures were necessary components of implementation of CIDP. Pearce and Robinson (2007) have seen the annual budget as the main vehicle for resource allocation. Thompson and Strickland (2006) on linking the budget with strategy mean providing enough of the right people and funds. Too little will not be enough and too much is waste. Implementing teams must be deeply involved in the budget process with such budgets being flexible enough to take into account evolving changes.

The first finding is tied to this one. when the respondents were asked to what extent the county maintained financial management systems to ensure proper utilization of funds,

accountability, financial monitoring and efficient reporting, all geared towards strategy implementation, 70.8% said to a great extent. This implies that financial systems and procedures were necessary components of implementation of CIDP and this finding has already been supported by literature.

When asked to what extent resources got allocated optimally for the sake of minimizing production costs and creating added value for the outputs, 67.0% said to a great extent, 26.4% to a little extent and 6.6% were moderates. This implies that the allocation of optimal resources added value to the county CIDP implementation. Alexander (2006) argued that an organization seeks to allocate its resources optimally for the sake of minimizing production costs and creating added value for the outputs. To implement this, management chooses a combination of structure, control, and culture compatible with lowering its cost structure while preserving its ability to attract customers. In practice, the functional structure is the most suitable provided that care is taken to select integrating mechanisms that will reduce communication and measurement problems

Finally, when asked generally, to what extent IT got utilized for standardization of operations and lowering cost for effective County Integrated Development Plan implementation?, 69.8% said to a little extent, 25.5% said to a great extent and 4.7% were moderates. This implies that there was no effective use of IT to lower costs. This is considering that IT is important.

4.9 Correlation Analysis

As part of the analysis, Pearson's Correlation Analysis was done on the Independent Variables and the dependent variables. Summative scales were used to run both regression and correlation.

The results is as seen on Table 4.10

Table 4.10 Correlations

		Implementation of CIDP	Organizational culture	Corporate Leadership	Resource allocation	Organization structure
Implementation of CIDP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	106				
Organizational culture	Pearson Correlation	.635**	1			
	Sig. (2-tailed)	.000				
	N	106	106			
Corporate Leadership	Pearson Correlation	.615**	.431**	1		
	Sig. (2-tailed)	.000	.000			
	N	106	106	106		
Resource allocation	Pearson Correlation	.558**	.400**	.157**	1	
	Sig. (2-tailed)	.000	.000	.002		
	N	106	106	106	106	
Organization structure	Pearson Correlation	.701**	.258**	.128	.527**	1
	Sig. (2-tailed)	.000	.005	.000	.000	
	N	106	106	106	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation analysis was conducted to examine the relationship between the variables. The measures were constructed using summated scales from both the independent and dependent variables. As cited in Wong and Hiew (2005) the correlation coefficient value (r) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. However, according to Field (2005), correlation coefficient should not go beyond 0.8, to avoid multicollinearity. Since the highest correlation coefficient is 0.701 which is less than 0.8, there is no multicollinearity problem in this research (Table 4.10).

All the independent variables had a positive correlation with the dependent variable with organization structure having the highest correlation of ($r=0.701$, $p < 0.01$) followed by organizational culture with a correlation of ($r=0.635$ $p < 0.01$) and then Corporate leadership with a correlation of ($r=0.615$ $p < 0.01$), resource allocation had the least correlation of ($r=0.558$ $p < 0.01$). This indicates that all the variables are statistically significant at the 99% confidence interval level 2-tailed. This shows that all the variables under consideration have a positive relationship with the dependent variable.

4.10 Regression Analysis

Since the measures that are used to assess the primary constructs in the model are quantitative scales, regression analysis can be used to achieve this end. Regression analyses are a set of techniques that can enable us to assess the ability of an independent variable(s) to predict the dependent variable(s). As part of the analysis, Regression Analysis was done. The results is as seen on Table 4.11, 4.12 and 4.13

Table 4.11 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.838	.831	.176

a. Predictors: (Constant), Resource allocation, Organization structure, IT, Organizational culture

b. Dependent Variable: Implementation of CIDP

From Table 4.10 it can be observed that the R value was .872 showing a positive direction of the results. R is the correlation between the observed and predicted values of the dependent variable. The values of R range from -1 to 1 (Wong and Hiew, 2005). The sign of R indicates the direction of the relationship (positive or negative). The absolute value of R indicates the strength, with larger absolute values indicating stronger relationships. Thus the R value at .872 shows a stronger relationship between observed and predicted values in a positive direction. The coefficient of determination R^2 value was 0.831. This shows that 83.1 per cent of the variance in dependent variable (Implementation of CIDP) was explained and predicted by independent variables (Resource allocation, Organization structure, corporate leadership, Organizational culture)

Table 4.12 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	232.743	4	43.096	104.391	.000 ^a
	Residual	12.878	227	.664		
	Total	244.511	231			

a. Predictors: (Constant), Resource allocation, Organization structure, corporate leadership, Organizational culture

b. Dependent Variable: Implementation of CIDP

The F-statistics produced (F = 104.391.) was significant at 5 per cent level (Sig. F < 0.05), thus confirming the fitness of the model and therefore, there is statistically significant relationship between Resource allocation, Organization structure, corporate leadership, Organizational culture, and Implementation of CIDP.

Table 4.13 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	2.717	.341	.277	7.008	.000
	corporate leadership	.365	.178	.383	5.858	.000
	Organizational culture	.268	.064	.163	2.561	.004
	Organizational structure	.274	.075	.314	4.373	.000
	Resource allocation	.319	.059	.342	5.109	.000

a. Dependent Variable: Implementation of CIDP

From Table 4.12, the t-value of constant produced (t = 7.008) was significant at .000 per cent level (Sig. F < 0.05), thus confirming the fitness of the model. Therefore, there is statistically significant relationship between corporate leadership, culture, organization structure, and resource allocation and Implementation of CIDP.

Organization structure with sig of .004 had a strong significance to Implementation of CIDP and was thus statistically significant. This implies that organization structure affected Implementation of CIDP. Resource allocation with sig of .000 had a strong significance to Implementation of CIDP and was thus statistically significant. This implies that resource allocation affects Implementation of CIDP.

Corporate leadership with sig of .000 had a strong significance to Implementation of CIDP and was thus statistically significant. Lastly organizational culture with sig of .000 had a strong significance to Implementation of CIDP and was thus statistically significant.

$$y = .277 + \beta_1 (.163) + \beta_2 (.314) + \beta_3 (.383) + \beta_4 (.342) + e$$

Thus,

Table 4.14 Summary of Hypotheses Testing Results

Hypotheses	Correlation Values	Conclusion
H ₀₁ : Organizational culture does not have a significant influence on implementation of County Integrated Development Plans in Makueni County	r=0.635, p< 0.01	Rejected
H ₀₂ : Organizational structure does not have a significant influence on implementation of County Integrated Development Plans in Makueni County	r=0.701, p< 0.01	Rejected
H ₀₃ : Corporate Leadership does not have a significant influence on implementation of County Integrated Development plans in Makueni County	r=0.615, p< 0.01	Rejected
H ₀₄ : Resource allocation does not have a significant influence on implementation of County Integrated Development plans in Makueni County	r=0.558, p< 0.01	Rejected

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of findings, the conclusions drawn and the recommendations made thereof. It finally offers the suggestions for further research.

5.2 Summary of Findings

The first hypothesis stated that organizational culture does not have a significant influence on implementation of County Integrated Development Plans in Makueni County. On this organizational culture had a correlation of ($r=0.635$ $p< 0.01$) and regression results ($\beta=.163$, $t=2.561$, $p<0.004$). This is an indication that organizational culture had a statistically significant effect on implementation of County Integrated Development Plans in the public service.

The second hypothesis stated that organizational structure does not have a significant influence on implementation of County Integrated Development Plans in Makueni County. On this organizational structure had a correlation of ($r=0.701$ $p< 0.01$) and regression results ($\beta=.314$, $t=4.373$, $p<0.001$). This is an indication that organizational structure had a statistically significant effect on implementation of County Integrated Development Plans in the public service.

The third hypothesis stated that Corporate Leadership does not have a significant influence on implementation of County Integrated Development plans in Makueni County. On this corporate leadership had a correlation of ($r= 0.615$ $p< 0.01$) and regression results ($\beta=.383$, $t=5.858$, $p<0.001$). This is an indication that corporate leadership had a statistically significant effect on implementation of County Integrated Development Plans in the public service.

The fourth hypothesis stated that resource allocation does not have a significant influence on implementation of County Integrated Development Plans in Makueni County. On this resource allocation had a correlation of ($r= 0.558$ $p< 0.01$) and regression results ($\beta=.342$, $t=5.109$, $p<0.001$). This is an indication that resource allocation had a statistically significant effect on implementation of County Integrated Development Plans in the public service.

5.3 Discussion of the Findings

There was a problem with translation of budgets and procedures quickly in a bid to effectively implement the CIDP. Noble (2000) in supporting this result had noted that a myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science and its research history has previously been described as fragmented and eclectic. It is thus not surprising that after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process.

Pearce and Robison (2007) and Lynch (2000) had noted that lack of proper implementation excludes aspects of who will be responsible for the implementation, the most suitable organizational structure to support the strategy and the relevant systems needed by the organization to track and monitor the progress.

Organizational culture was less than satisfactory and a culture gap materialized. Research conducted, are of the sort that support the scale. Common result of the relevant researches can be summarized as such, that, perceived organizational culture is the result of comparison of present culture with preferred and the evaluation of organizational culture does not only depend on final output but also on the way of how the culture is experienced (Hill and Jones, 2010). This result further agrees with Peters and Waterman (2006), who argued that culture gaps was common and negative scores were the order of the day particularly in the public service where the perceptions and expectations of both customers and staff, often similar, showed that there was no effective organizational culture that could improve implementation of strategy in the public service.

There was a problem with the way the organization was structured and this affected implementation of CIDP. This could further lend credence to the assertion by Chandler (1962) on strategy and structure, that there is a need for building an internal organization structure that is responsive to the needs of the project. Drucker (1974) observed that the simplest organization structure that will do the job is considered the best one. Richards (2006) somewhat being cognizant of this finding noted that as organizations grow, the size and number of their functions and divisions increase. To economize on bureaucratic costs

and effectively coordinate the activities of people, functions, and divisions, managers must develop a clear and unambiguous hierarchy of authority or chain of command that defines each manager's relative authority from the CEO down through the middle managers and first-line managers to the non-managerial employees who actually make goods or provide services.

The leadership style had some form of authority that was not transactional nor transformational. This is agreed to in literature where leadership gurus argue that there is need for shared values to avoid close supervision which is always stifling (Hill & Jones, 2010). Hargreaves, (1994) highlights the importance of creating opportunities for individual voices to be heard in collaborative endeavors while Fullan, (1997) points out that reform often misfires because we fail to learn from those who disagree with us.

Availability of resources required, (physical Financial and human facilities) was very important if CIDP was to be effectively implemented. Literature is awash with support to this finding. Tregue and Tobia (2009) observed that a project is presumed to be realistic if the required resources are available. The allocation represents management commitment to the plan of action. Aosa (2002) has talked about allocation of resources as the availing of material and human resources required for the strategy implementation. Pearce and Robinson (2007) have seen the annual budget as the main vehicle for resource allocation.

5.4 Conclusion of the Study

Based on the objectives and findings of the study, the following are the conclusions

Based on the first conclusion, there was an organizational culture gap based on the negative scores. It can therefore be concluded that there was no effective organizational culture that could improve implementation of County Integrated Development Plan in Makueni County.

Based on the second objective, the County had an organization's structure that didn't support implementation of documented strategies in the master plan. Also, the organization's structure was aligned according to the central government and the structure focused on centrality in reporting. There had been change of organizational structure to support new strategy and the County constantly embraced change. The organization's structure used a Flat line policy and structure and had a rigid bureaucracy. However, structural changes were not communicated to all employees. Finally, the organization's structure had not been effective in enhancing implementation of County Integrated Development Plan. It can therefore be concluded that organizational structure was ineffective in influencing implementation of County Integrated Development Plan in Makueni County.

Based on the third objective, employees needed to be supervised closely, or they were not likely to do their work. Also, employees wanted to be a part of the decision-making process and in complex situations, leaders should let subordinates work problems out on their own. Moreover, most employees felt secure about their work and did not need direction. Often, the leader was the chief judge of the achievements of the members of the group, and it was the leader's job to help subordinates find their "passion." Furthermore, effective leaders gave

orders and clarified procedures. It can therefore be concluded that corporate leadership was significantly ineffective in influencing implementation of County Integrated Development Plan in Makueni County.

Based on the fourth objective, to a great extent the availability of resources required, (physical Financial and human facilities) supported the implementation of the documented strategies. To a great extent the financial systems and procedures established by the organization supported strategy implementation. Further, to a great extent the county maintained financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient reporting, all geared towards strategy implementation; and resources got allocated optimally for the sake of minimizing production costs and creating added value for the outputs. Finally, however, IT was not utilized for standardization of operations and lowering cost for effective County Integrated Development Plan implementation. It can therefore be concluded that resource allocation had to a significant extent helped in the implementation of County Integrated Development Plan in Makueni County.

5.5 Recommendations of the Study

Based on the objectives and conclusions, this study recommends;

The county government management should make the county offices to be a very personal place for staff where they are willing to stick their necks out and take risks. The management should also ensure that the works are very results oriented all in a bid to improve the

organizational culture and improve, consequently, the implementation of strategic and development plans.

The county government management should integrate a decentralized structure. The study has found that strongly decentralized structures perform well in several contexts, notably in service delivery and implementation of strategy. The county government management should use transformational leadership in their corporate leadership style. This is so because somewhat the style is self-sustaining and positive results continue to emerge on the effects of transformational leadership. Further it presents a process of influencing major changes in attitudes and assumptions of organizational members and building commitment for the organization's mission and objectives.

The county government management should ensure that they engage in proactive and effective resource allocation mechanisms to improve implementation of the development plans. The allocations should be deliberate with significant resources given to critical implementation areas.

The government through the Ministry of Devolution and Planning should improve on its devolution policy to further fortify strategic formulation, implementation and execution together with reporting to improve county performance.

5.6 Suggestions for Research

This study proposes that further research be done in the following areas:

1. Further research should be done on barriers to strategy formulation process and how they impact on quality service delivery in the counties.
2. On the methodology used, this study may not be generalized to other counties because of bias of self-report surveys, as a result, a wider scope of the public service should be used and more unbiased research instrumentation be employed like staff appraisals among others.

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APPENDICES

Appendix I: Letter of Transmittal

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P.O Box 30197-00100
NAIROBI

Dear Sir/ Madam,

**RE: QUESTIONNAIRE ON INSTITUTIONAL FACTORS INFLUENCING
IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLANS IN
COUNTY GOVERNMENTS IN KENYA; A CASE OF MAKUENI COUNTY**

I am a postgraduate student at University of Nairobi undertaking Master of Project Planning and Management. I intend to carry out a research study on the above named topic.

Your assistance in responding honestly to all the items in the questionnaire is likely to generate data for purely academic purpose. All the information gathered was treated with stringent confidence.

Thank you for your co-operation.

Yours Faithfully,

Leonard Kyalo Kitumu

Appendix II: Questionnaire

Q/No:.....

This academic questionnaire is prepared purposely to assist in collecting data relating to implementation of County Integrated Development Plans in Makueni County. As one of the key identified respondents/informants, you are hereby requested to complete it. Any information given with respect to this request shall be treated with strict confidentiality and will only be used for the intent aforementioned.

Kindly indicate your consent prior to completion.

I agree I disagree

PART ONE-DEMOGRAPHIC DATA

1. Please indicate your gender

(a) Male [] (b) Female []

2. Please indicate your age

(a) 18-25 years [] (b) 26-35 years [] (c) 36-45 years []

(d) 46-55years [] (e) Over 55 Years []

3. Please indicate your highest level of education attained

(a) KCSE [] (b) Certificate [] (c) Diploma [] (d) Degree [] (e) Masters [] (f) PHD []

4. How many years have you worked at your work?

(a) [] Below 5 (b) [] 5-10

(c) [] 10 -15 (d) [] 15, and above

PART B- Implementation of County Integrated Development Plans

5. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below

SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

	SA	A	U	D	SD
	5	4	3	2	1
County programs, budgets and procedures are quickly translated to action					
Workable approaches to execute strategy and getting people to accomplish their jobs in a strategy supportive manner is available					
There is too much talk about County Integrated Development Planning and formulation and little on implementation.					
The quality of work done out of the County Integrated Development Plan is often of top quality					
The implementation of County Integrated Development Plan at the County is so far timely and sustainable					

6. In your opinion, are there any other County Integrated Development Plan implementation issues at your County?

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PART C- The Organizational Culture Assessment Instrument

7. Please indicate the extent to which you agree or disagree with the following statements categorized in the six elements of organizational culture. Please indicate by ticking [√] your view. Tick now if it exists and preferred if it doesn't but you would want to exist

1. Dominant Characteristics		Now	Preferred
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.		
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
	Total		
2. Organizational Leadership		Now	Preferred
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		

D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
	Total		
3. Management of Employees		Now	Preferred
A	The management style in the organization is characterized by teamwork, consensus, and participation.		
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.		
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
	Total		
4. Organization Glue		Now	Preferred
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.		
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
	Total		

5. Strategic Emphases		Now	Preferred
A	The organization emphasizes human development. High trust, openness, and participation persist.		
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.		
	Total		
6. Criteria of Success		Now	Preferred
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.		
	Total		

8. What other organizational culture issues do you think affect County Integrated Development Plan implementation?

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PART D- Organizational Structure and County Integrated Development Planning Implementation

9. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below

SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

	SA	A	U	D	SD
	5	4	3	2	1
The County has an Organization's structure that supports implementation of documented strategies in the master plan					
Organization's structure is aligned according to the central government					
Our organization's structure focuses on Centrality in reporting					
There has been change of organizational structure to support new strategy					
Our County constantly embraces change					
Our organization's structure uses a Flat line policy and structure					

We have a flexible bureaucracy					
We have a Straight line structure without too many levels of hierarchy					
Our Strategies are made at the lead office					
Structural changes are communicated to all employees					
Our organization's structure has been effective in enhancing implementation of County Integrated Development Plan					

10. What other organizational structure issues influence implementation of County Integrated Development Plan at the County?

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PART D- Leadership Style and County Integrated Development Planning Implementation

11. To what extent do you consider the following organizational leadership styles affect your organization in implementing County Integrated Development Plans ? (Kindly tick the relevant box for each).

12. SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

	SA	A	U	D	SD
	1	2	3	4	5
Employees need to be supervised closely, or they are not likely to do their work.					
Employees want to be a part of the decision-making process.					
In complex situations, leaders should let subordinates work problems out on their own.					
It is fair to say that most employees in the general population are lazy.					
Providing guidance without pressure is the key to being a good leader.					
Leadership requires staying out of the way of subordinates as they do their work.					
As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.					
Most workers want frequent and supportive communication from their leaders.					
As a rule, leaders should allow subordinates to appraise their own work.					
Most employees feel insecure about their work and need direction.					
The leader is the chief judge of the achievements of the members of the group.					
It is the leader's job to help subordinates find their "passion."					
Effective leaders give orders and clarify procedures.					

ART E- Resource Allocation and County Integrated Development Planning Implementation

13. To what extent do you consider the following resource allocation issues affect your organization in implementing County Integrated Development Plans? (Kindly tick the relevant box for each).

1= Not at all, 2= Less extent 3= Moderate, 4= Great Extent, 5= Very Great Extent.

	VGE	GE	M	LE	NA
	5	4	3	2	1
To what extent does the availability of resources required, (physical Financial and human facilities) support the implementation of the documented strategies?					
To what extent do the financial systems and procedures established by the organization support strategy implementation?					
To what extent does the company maintain financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient reporting, all geared towards strategy implementation?					
To what extent do resources get allocated optimally for the sake of minimizing production costs and creating added value for the outputs?					
To what extent does IT get utilized for standardization of operations and lowering cost for effective County Integrated Development Plan implementation?					
To what extent are resources available for provision of sufficient budget requirements?					

Appendix III: Research Permit

THIS IS TO CERTIFY THAT: Permit No. : **NACOSTI/P/16/95049/10409**
MR. LEONARD KYALO KITUMU Date Of Issue : **21st April, 2016**
of **UNIVERSITY OF NAIROBI, 0-90132** Fee Received : **Ksh 1000**
SULTAN HAMUD, has been permitted to
conduct research in Makueni County
on the topic: INSTITUTIONAL FACTORS
INFLUENCING IMPLEMENTATION OF
COUNTY INTEGRATED DEVELOPMENT
PLANS IN COUNTY GOVERNMENTS IN
KENYA: A CASE OF MAKUENI COUNTY
for the period ending:
19th April, 2017

(Signature)
Applicant's Signature
Director General
National Commission for Science, Technology and Innovation

CONDITIONS
1. **You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.**
2. **Government Officers will not be interviewed without prior appointment.**
3. **No questionnaire will be used unless it has been approved.**
4. **Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
5. **You are required to submit at least two (2) hard copies and one (1) soft copy of your final report.**
6. **The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**

REPUBLIC OF KENYA
NACOSTI
National Commission for Science, Technology and Innovation
RESEARCH CLEARANCE PERMIT
Serial No. **A 8107**
CONDITIONS: see back page

Appendix IV: Authorization letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
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When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/16/95049/10409**

Date:

21st April, 2016

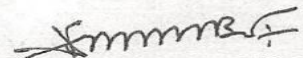
Leonard Kyalo Kitumu
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Institutional factors influencing implementation of County Integrated Development Plans in County Governments in Kenya; a case of Makueni County,*" I am pleased to inform you that you have been authorized to undertake research in **Makueni County** for the period ending **19th April, 2017.**

You are advised to report to the **County Commissioner and the County Director of Education, Kakamega County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Makueni County.

The County Director of Education
Makueni County.