FACTORS INFLUENCING THE IMPLEMENTATION OF URBAN STRATEGIC DEVELOPMENT PLANS IN KENYA: A CASE OF KAPSABET TOWN, NANDI COUNTY

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A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENT OF THE AWARD OF DEGREE IN MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI

NOVEMBER, 2017

DECLARATION

This project report is my original work and has not been presented for a degree or diploma award in any other university.

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DEDICATION

To my father, Nicholas Kebenei, and my mother, Salome Kebenei; the values and virtues of hard work, love, determination, perseverance – shared and instilled – have been my guiding light. This is for you.

ACKNOWLEDGEMENTS

LIST OF ABBREVIATION AND ACRONYM

CEC	County Executive Committee
CFS	Critical Success Factors
CGA	County Governments Act, 2012
CIDP	County Integrated Development Plan
CO	Chief Officer
CoB	Controller of Budget
CSO	Civil Society Organizations
CoK	Constitution of Kenya, 2010
IDP	Integrated Development Plan
M & E	Monitoring and Evaluation
PFM	Public Finance Management Act, 2012
UACA	Urban Areas and Cities Act, 2011
USDP	Urban Strategic Development Plan

Abstract

Development planning in the urban areas in Kenya has taken a paradigm shift over the past decade especially after the enactment of the new constitution in 2010. This study sought to investigate the factors affecting the implementation of urban strategic development plans in Kenya. Findings from various studies have indicated that many organizations have slowly embraced strategic planning but the implementation of the same remains a challenge, resulting in well-formulated plans that fail at the implementation stage. The study was carried out in Kapsabet town, Nandi County. The objectives of the study revolved around the influence of project team, top leadership support, stakeholder involvement and resource allocation on the implementation of the Urban Strategic Development Plans in Kenya. A sample size of 118 respondents was obtained from a population of 170 using Krejcie and Morgan method. The respondents mainly came from the county Departments of Planning, Devolved Units & Special Programmes, Infrastructure, professionals and stakeholders. Proportionate stratified random sampling technique was used to select the respondents. Questionnaires were used to collect data and the return rate was 95.8%. This study used both quantitative and qualitative methods of data analysis. Quantitative data were analysed using descriptive statistical methods. The study also adopted a descriptive analysis where descriptive statistics such as mean and standard deviation were used to describe the basic features of the data and to provide simple summaries about the sample and the measures. From the study, 66.4% of the respondents agreed that resource allocation is crucial to implementation of urban strategic development plans. In addition, another 53.1% stated that top leadership should support the implementation of the strategic development plan by ensuring that it provides strategic leadership to the project team. Further to that, it emerged that though the composition of the project team is important in the implementation of the strategic development plan, without support from other factors this might not help much. Similarly, involving all the stakeholders positively affects the implementation of the strategic development plan as 67.3% of the respondents attested. The research findings and recommendations are useful in assisting the town managers across the country, the County Governments and all the stakeholders to take measures geared towards improving the implementation of urban strategic development plan and the realization of the vision and mission statements of the towns.

Definition of Terms

Implementation Translating strategy into action. Involves organization of the firm'sresources (programs, budgets, and procedures) and motivation of the staff to achieve objectives (Mintberg, 2004).

Management Planning, organizing, staffing, directing and controlling an organization(a group of one or more people or entities) or effort, for the purpose of accomplishing desired goals and objectives efficiently and effectively (Burns, 2005).

Project team A group of individuals assembled to perform activities that contribute towards achieving a common task-related goal

Resources Any materials be it human, physical, fiscal, technological, economical that are key in facilities the planning processes from the inception stage till the implementation stage.

Stakeholders Entities (person, group or organization) within or outside anorganization who affect or are affected by the actions of the organization, or have an influence or interest in the activities and performance of the organization (Pearce and Robinson, 2003).

Strategic Plan A step by step guide, created by a business or organization, to map outhow it will reach goals, and set a foundation so the entire company knows what will happen and what is expected of them (Mintzberg, 2004).

Strategy The direction and scope of an organization over the long-term, whichachieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling the vision, goals and stakeholder expectations (Robinson & Scholes, 2007)

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CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Modern urban planning had its origins in Europe according to Hague (2008). It developed as a response to the industrialization and associated urban growth which swept across the continent from the early nineteenth century onwards. Okpala (2009) also states that urban planning emerged in 19th century in Britain and Europe largely as a reaction to address the health crisis brought about by the industrial revolution. In the European context, spatial planning has shifted from focusing purely on land use towards an emphasis on the spatial integration of sectors and policies. Strategic spatial planning has become significant over the past decade as a way of shaping urban growth according to Todes, Karam, Klug, and Malaza (2010). Some countries are moving from a regulatory planning system to a more discretionary one, and others are trying to implement a stricter framework to avoid ad hoc decisions as observed by Polat (2009).

To achieve success in implementation of the urban development plans, the European region came up with approaches to planning. According to Polat (2009) European countries have introduced different types of plans. These range from structure plans and strategic plans to local plans. Several of these approaches have been modified or adapted over time. They include the comprehensive plan which is the adopted official statement of a local government's legislative body for future development and conservation, Regional plans or development plans, structure plans, master plans can operate at the municipality or city-wide levels, Local land-use plans are more precise and detailed, Action planning, Informal plans Strategic plans which reflect the process view and are characterized by inter sectoral coordination and financial feasibility. The output is not just a plan for land use but a set of interrelated strategies for land, infrastructure and financial and institutional development.

In China, (S.-W. Wong, Tang, & van Horen, 2006) confirm that with the changing global urban context in which greater emphasis has been placed on the market-led approach, traditional statutory-based planning has been subject to extensive criticism because of its inflexibility and rigidity, and thus there is a strong call for a more flexible approach to urban planning and management. Such similar views are upheld by Chinese planners. Yeh and Wu (1999) suggest that the present planning system of China should be streamlined and the utopian vision of 'comprehensive control' should be discarded. They advocate that master

planning work in China should be reformed so as to adapt itself to the rapidly changing economy and society. All these views are considered as dynamics in planning and for the various stakeholders to ensure that the urban development plans are a success right from inception to implementation. They also need to adapt the changes. Allmendinger and Haughton (2010) confirm that planning, too, has undergone incessant change with often competing objectives. On the one hand, the modernisation of development planning in all parts of the United Kingdom has sought to make the system more flexible and strategic, emphasising the need to coordinate public and private strategies around development across administrative boundaries.

In developing country contexts, strategic structure planning, drawing from an action planning base, has been used by UN Habitat in post-conflict situations (Majale, 2009). Regionally, urban planning paradigm in Uganda, Kenya, and to some extent Tanzania has followed the master plan/structure plan approach. Master plans or structure plans are long-term plans intended to provide long range development guidelines. They have to take into account broad policy issues and the economic development of the urban area. Local plans are short term plans prepared within the framework provided by the master plans or structure plans. They are more detailed and they provide a basis for exercising development control. According to Todes et al. (2010) argue that master plan became an end in itself. It was not linked to sectoral departments or to budgets and the institutional organisation and negotiations necessary to make it operable was seen as outside of its scope. Master planning was also often separate from development control and did not necessarily impact on these activities.

Musoga (2011) views urban planning in a different way. He states that the lack of combining planning with budgeting process has led to ineffective planning as evidenced by widening gap between planning and implementation. He gives an example of the Masaka Interim Structure Plan in Uganda, which has now expired and has largely been abused in its implementation because it was not based on a shared vision for the development of the town by its key stakeholders. It is after this that Uganda moved to a more participatory planning paradigm which the strategic urban development was planning. This involved consultative, interactive and implementation oriented. The approach represented a move away from the traditional 'top-down' institutional framework to a more 'bottom-up' and 'lateral' approach in both the planning and implementation of prioritized interventions. Majale (2009) also adds that planners have moved from comprehensive/ master plans to action planning to structure to

strategic urban development plan and to now the integrated strategic urban development plans. He further notes that strategic spatial planning has provided the needed alternative since it is more process oriented and contains broader spatial ideas, prioritizes plans according to participation and consensus building among stakeholders, aims to provide a spatial dimension to sectoral interventions as a means of integrating them.

1.2 Importance of Urban Planning

The planning process is an integral part of the development process. Urban centres in Kenya – and throughout sub-Saharan Africa – are becoming increasingly crowded. According to the 2009 census, the country has an urban population of about 12.5 million people. It continues to urbanize rapidly. The growth of towns and cities, and particularly the unplanned nature of some of these urban areas, is the biggest planning challenge in Kenya. Although the proportion of the population that lives in urban areas is still quite low – about one-third – the rate at which people are moving to urban areas is staggering.

Rapid, unplanned and unmanaged urbanization creates centres of destitution, rather than hubs of prosperity. Kenya's urban areas are characterized by exceptionally high unemployment rates, overcrowding and widespread – and acute – lack of access to basic services. The 1990s witnessed pervasive institutional decay. Large-scale evictions and slum demolitions were commonplace as the political elite sought access to prime land. In many instances, planners were coerced into complicity. This eroded the reputation of the planning profession.

Urban development plans in Kenya has followed the same trend since the inception of the Physical Planning Act Cap 286 in 1996. The main aims of these plans were to bring about harmony in developments across the country. The act was also to harmonize planning procedures and requirements provided for in other pieces of legislation; provide an effective institutional frame work to regulate planning practice; provide a framework for public participation in planning and plan implementation and provide a legal framework to protect public land intended for public amenities and utilities from misappropriation. The preparations of the plans are under the mandate of Director of Physical Planning. Since 1996, urbanisation has been rapid; however a few plans have since been prepared. This has led to many problems in Kenya, one of them being issues of land tenure system, poor sewer system, poor transportation, land use conflicts and subsequently deaths.

Consequently, in 2003, the government signed a memorandum of understanding with UN-Habitat and Cities Alliance to support the Kenya Slum Upgrading Programme (KENSUP). The stated objective of KENSUP was to improve the livelihoods of millions of slum dwellers in Kenya by 2020. This signaled the beginning of a new approach on the part of the government in dealing with informality in urban areas.

Later on, the Ministry of Local Government being the custodians of all lands parcels in their respective councils came up with an intervention. Under the stewardship of the former Deputy Prime Minister, Ministry of Local Government; Hon.Musalia Mudavadi five pilot projects were started across Kenya in 2008.The five pilot projects were done in five towns. They were Mtwapa in Coast, Garrisa in N.Eastern, Bungoma in Western, Eldoret in Rift Valley and Othaya in Central region. The five pilot projects involved the preparation of strategic urban development plans. The plans were to guide the spatial growth and transform the towns into modern urbanized areas. The plans were meant to be the antidotes to those continuing urban challenges.

Because these pilot projects rolled out well, the government earmarked seven more towns for planning. Like in the pilot projects, the planning of these seven towns was awarded to private consultants with a background in Physical Planning. Though all the 12 town planning projects have come into successful completion, the government is yet to evaluate whether the projects have benefited the locals as intended. Werner, Otieno, and Wakhungu (2011), opine that the success record of managing these two development domains has been poor. The management of physical development has largely failed. Municipalities and cities make plans that are not followed through.

1.3 Urban Strategic Development Plan

According to Craythorne (2006), every municipality in South Africa must have a comprehensive strategic development plan (the IDP), which must reflect various interrelated aspects. It is when contemplating these aspects that the integrated nature of strategic thought at the local sphere of government can be better understood.

Myeza (2009) holds that the Urban Strategic Development Plan (USDP) serves as the principal plan of a municipality, and that it supersedes all other development initiatives at the local sphere of government. An interesting observation at this point is that USDPs are

nationally prescribed strategic plans for municipal organisations, with a local/community focus. In relation to the definition of a strategy as being a concrete and deliberate decision to take an organisation in a particular direction, this element could be seen to be absent, and the IDPs could be interpreted as being merely an enforced strategic planning exercise in local government.

Patel (2004), states that the IDP process should be used as an opportunity for the municipality to debate and agree on a long-term vision and strategy (20-25 years) that provides the basis for the shorter 5 year objectives and strategies. Patel (2004) continues to argue that the municipality should develop this long-term vision through consultative processes with local residents and all other relevant stakeholders in the municipal processes.

It is evident that firms which implement strategic planning achieve better performances than those without such planning, but these strategies often fail due to problems encountered at the implementation stage (O'Regan & Ghobadian, 2002). Strategic decisions should, however, be implemented with an awareness that their success is vital for the organization in question. By identifying the factors that influence the process and outcomes of the strategy implementation stage, an organization will be better prepared for its future performance, which will ultimately contribute to its bottom line.

In the Kenyan context, each county government has a major role in urban planning as outlined in Urban Areas and Cities Act (UACA, 2011). The enactment of the County Government Act (CGA, 2012) one year later provided an avenue for planning in the urban areas. This is coupled with the promulgation of the Constitution of Kenya (CoK, 2010) which places the role of planning and management of urban areas on county governments. The counties are mandated by law to develop a comprehensive plan dubbed the county integrated development plan (CIDP). It is from this comprehensive plan that urban areas and cities are required to develop their strategic development plans.

1.4 Kapsabet Town

Kapsabet town is the headquarters for Nandi County. It is the largest town in the county with a total population of 86,803 (2009 census). Kapsabet is renowned as a hub for tea, milk, cereals and maize products. The town has a milk depot operated by New Kenya Cooperative Creameries (New KCC) and the KTDA Chebut Tea Factory. The Nandi county government inherited about 400 acres from the defunct Kapsabet Municipal Council, on which it plans to build an industrial park, a marketplace and some houses.

Real estate development has seen substantial growth particularly since the advent of devolution. In particular, some foreign investors acquired an acre of land for Kes.20 million and have proposed major investments including a hotel property. As well, some local investors are putting up commercial buildings in Kapsabet. Evidence of demand for space in the town is seen through the entry of 11 bank branches and popular retail stores such as Naivas.

Major Financial institutions present in Kapsabet Town are Kenya Commercial Bank, Co-operative Bank of Kenya, Barclays Bank, Kenya Women Finance Trust (KWFT), Equity Bank and National Bank of Kenya. Nandi Teachers and Nandi Hekima Saccos are based in the town. Kapsabet town and by extension Nandi County is often referred to as the source of champions especially long distance athletes. The town houses head offices of various businesses, organizations, firms and industries in all sectors of the county.

Until recently, Kapsabet town was growing at an alarmingly slow rate. The topography of the town did not help the situation. However, in the last five years or so, a significant growth has been recorded. There are concerns, however, on the implementation of the town strategic development plan by the town administration and by extension the county government of Nandi. This study sought to determine the factors that could influence the growth rate of the town.

1.5 Statement of the Problem

McNamara (2008) observes that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf – the organization ignores or fails to make good use of the precious information depicted in the strategic planning document. African context studies (Aosa, 1992; Fubara, 1986) noted that many firms created strategic plans which are rarely implemented according to the planned schedules. Even though Aosa (1992) looked into the implementation issue, he mainly took focus of large manufacturing private firms whose set up is very different from that of county governments which are specifically non-profit making organizations.

There is evidence of gaps in the implementation of strategic urban development plans in towns across the country. This is from reports showing the glaring disparities between the plans and the final output at the end of the implementation period of the urban strategic

development plans by the urban authorities.

Korten (1990) studied the environment under which organizations fail to implement their strategic plans but did not directly scan the other factors that affect urban strategic plan implementation. Aosa (1992) focused on managerial involvement related to strategy implementation in manufacturing firms. That represented one aspect of factors that influence implementation leaving a gap to be pursued by other scholars. Thompson, Strickland and Gamble (2007) and Evans (2007) proposed further studies on management in instilling high levels of commitment to strategic success, lack of detailed planning to support goal achievement, poor communication and coordination, as well as strategy and culture misalignment as reasons for failure at strategic implementation. This study therefore investigated the factors influencing the effective implementation of Urban Strategic Development Plans (USDP) in Kenya.

1.6 Purpose of the Study
The main purpose of this study was to investigate the factors influencing the implementation of urban strategic development plans in Kenya.

1.7 Research Objectives
The following were the specific objectives of this study

1. To find out the influence of resource allocation on implementation of urban strategic development plans.
2. To determine the influence of the project team composition on implementation of urban strategic development plans.
3. To examine the influence of top leadership support on the implementation of urban strategic development plans.
4. To establish how the stakeholder involvement influence the implementation of urban strategic development plans.
5. To determine strategies that enhances effective implementation of urban strategic development plan

1.8 Research Questions

1. What is the influence of resource allocation on implementation of urban strategic development plans?

2. How does the project team composition influence the implementation of urban strategic development plans?

3. Does the top leadership support influence the implementation of urban strategic development plans?

4. How does the stakeholder involvement affect the implementation of urban strategic development plans?

5. Which strategies enhance effective implementation of urban strategic development plans?

1.9 Significance of the Study

The research findings and recommendations would provide an insight to the urban authorities in the country to take measures geared towards efficiency and effectiveness in the implementation of urban strategic development plan and the realization of the vision and mission statements of the towns. The findings would also be useful to other government agencies charged with oversight roles and allocation of resources to the urban authorities in the country. The study would be useful to the academicians as it will provide a useful basis upon which further research studies on implementation of development plans could be conducted.

1.10 Scope of the Study

This study was conducted among employees working at Kapsabet Town in Nandi County and other stakeholders. The content scope included the influence of resource allocation on implementation of urban strategic development plans, the influence of project team composition on implementation of urban strategic development plans, the impact that top leadership support has on the implementation of urban strategic development plans and how stakeholder involvement affects the implementation of urban strategic development plans. The study was undertaken between July and September 2016.

1.11 Limitations of the Study

The study considered some thematic areas on implementation of urban strategic development plans in Kapsabet Town. The study only dealt with selected factors such as resource allocation, project team composition, stakeholder involvement and top leadership support.

However other factors may influence implementation of development plans which would form a basis for further studies in strategy implementation.

1.12 Assumptions of the study

It was assumed that respondents gave true information pertaining to the factors considered in the study. Secondly, that all the respondents would be available to fill the questionnaires and be interviewed during the period of the study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The literature relevant to this study was reviewed with the aim of investigating the factors influencing the implementation of urban strategic development plans. The chapter is divided into the following sections; the concept of strategic development planning, strategic leadership, challenges in strategy implementation.

2.2 The concept of strategic development planning

Seymoar (2008) defines a development plan as an extension to due diligence but the plan also addresses the actual mechanics of the development by setting out operating procedures, establishing the project team, project management and finally monitoring/control 12 systems. The development plan is effectively a live document which should be continually referred to during the life of the project to ensure systems and protocols are being adhered to; or if certain elements of the plan should be amended.

From the foregoing, it is quite evident that to accomplish the vision of a sustainable development, multiple appropriate development planning tools are available and can be quite effective if implemented and monitored regularly. Ramlall (2010) opines that there are some factors that need to be considered to ensure achieving sustainable development. Polat (2009) adds that planning includes refinement of development plans, revision of development standards, and enforcement of zoning plans. New approaches to planning, including environmentally sound land-use policies, responsibility and participation are essential to achieving healthy, productive, livable and equitable development. The new approach to make development planning more effective has the following components: community participation, involvement of all stakeholders in the city, coordination between national plans and policy guidance, interaction of urban and economic planning to ensure clearer links between the various planning processes for cities, sustainability, financial feasibility and subsidiary.

Ragheb, El-Baghdady, and Ayad (2012) also observes that the Planning and Management arena is progressively evolving with new approaches and programmes underway to address amongst others, the growing concern of expanding population. Polat (2009) also states that strategic development planning appears a new and recent approach in planning.

In as much as there are several approaches to ensure sustainability of the plans, there are some challenges being faced in the implementation of the same. As Ramlall (2010) observes that accounting for the failure of these tools are multiple factors such as the poor implementation strategies, inadequate enforcement capabilities and insufficient allocation of resources as well as poor stakeholder relationships. Friesecke (2010) adds that during the planning and implementation stage of development and redevelopment measures, public and private concerns are balanced against each other to ensure fairness and objectivity, and in so doing bringing all parties into the process as early as possible. UN HABITAT (2010) also adds that in many developing countries, planning systems and processes are still largely based on colonial laws, designed to support spatial segregation and population control. They fail to reflect the need and priorities of urban residents

2.3 Strategy implementation

According to Thompson and Strickland (2003) strategy implementation is viewed as the process that turns formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned. According to Wheelen (2009) strategy implementation is the process by which strategies and policies are put into action. Strategic formulation includes planning and decision making involved in developing organizations strategic goals and plans. Organisations that develop the strategic plan must expect to include a process for applying the plan. Strategic implementation is a fundamental step in turning an organizations vision to reality.

According to Dransfield (2001), strategy implementation involves the development of the strategies, policies and operational planning procedures to translate strategy into action steps and then carrying out the required actions. Strategies then need to be monitored and evaluated to ensure ongoing improvement. Effective leadership is important for implementing strategy in terms of the creation of strategies. Stakeholders of organizations seek some sort of directive leadership from senior managers. The responsibility of the senior management team within an organization is to create strategy (after a wide process of consultation) and then to set out the structures for implementing the strategy. Research indicated that the happiest, most productive employees are those who feel empowered at work. Good leaders need to coach and motivate and then leave people to get on with it in terms of the grass roots implementation of strategies.

For the past two decades strategy formulation has been widely regarded as the most important component of the strategic management process more important than strategy implementation or strategic control. However recent research indicates that strategy implementation rather than strategy formulation alone is a key requirement for superior business performance (Kapln& Norton, 2000). In addition there is growing recognition that most important problems in the field of strategic management are not related to strategy formulation but rather to strategy implementation (Speculand, 2009) and that high failure rate of organisational initiatives in a dynamic business environment is primarily due to poor implementation of new strategies. In order to create a strategic plan organizations spend a lot of money, time, personnel and other resources. According to Speculand (2009), United States managers spend more than US dollars 10 billion annually on strategy analysis and strategy formulation. Besides money, for many organizations, the process has indeed become lengthy and time consuming and measures to develop and support the strategic planning effort is often in short supply, unfortunately in spite of this lengthy and costly exercise, strategic planning has often failed to produce the desired results in organizations. While the literature does not claim that strategic planning and implementation is a total failure in all organizations, it does document that many organizations struggle to benefit from strategic planning when the plan is actually implemented (MC Cluskey, 2002). Hence the ability of managers to implement strategic plans is very important to an organization (Miller, 1998).

Henry (2008) stated that even the best formulated strategy in the world can fail if it is poorly implemented, hence the need for strategies to be effectively communicated and properly resourced. The need for change needs to be understood and properly coordinated with stakeholders inside and outside the organization. Although the leader of an organization will ultimately be responsible for a strategy's success or failure, their role should be to encourage and create an organizational culture that empowers managers to respond to opportunities. This will provide employees with confidence to try out new ideas and innovations without fear of reprisals. The successful implementation of a strategy in public institutions depends on how effectively the strategy was communicated to all the employees that would be involved in the implementation of such strategy.

2.4 Challenges of Strategy Implementation

Successful strategy implementation depends to a large extend on the implementation process. It is observed that implementation under the best situation is exceedingly difficult and while in recent years it has been much discussed, it has been rarely studied (Pressman and

Wildavsky, 1979). Strategy implementation consists a disciplined process or a logical set of connected activities that enable an organization successfully action a strategy and without which strategic goals cannot be achieved. Development of this logical approach can however be impeached by a host of factors including politics, inertia, resistance to change among others that characterize every organization and routinely get in the way of strategy implementation. It is apparent that making a strategy work is a much uphill task than formulation (Hrebiniak, 2005).

According to Pressman and Wildavsky (1979), if implementation takes longer than anticipated, barriers and changes surface into play; difficulty in obtaining multiple clearances on matters not foreseen at outset, dissolution of general agreement on policy into specific disagreements on implementation steps, existence of red tape, antagonistic relationships among participants, changes in major participants and with it the understanding that existed. Implementation participants may agree with the substantive end of a proposal and still oppose or fail to facilitate implementation due to various reasons; firstly, actors may agree with a proposal only to discover later that it is incompatible with other goals of the firm including competing for scarce resources with other priority projects. Secondly, participants may have simultaneous commitment to other projects of their own that equally demand time and attention. In such cases, priority may go to other projects first causing delays and with it the series of changes that occur as time elapses making implementation difficult. Thirdly, dependence on others who lack sense of urgency in the project can delay implementation. These are parties consulted owing to their expertise or jurisdictional authority yet they may lack sense of urgency to the implementation process thus impeding it (Pressman and Wildavsky, 1979).

Pressman and Wildavsky (1979) also cite multiplicity of participants and perspectives characterizes implementation as governmental and non-governmental entities get involved either for their jurisdictional authority over parts of the project, for the feeling that their interest is being impinged on, or are brought in to build local support for the projects. These participants will most likely have different outlook and perspectives and so do the measures of success differ thus a potential cause of conflict (Pressman and Wildavsky, 1979). Lastly are the agreements coupled with lack of power as some participants though emphatically agreeing on a proposal, may lack resources to do anything to help its execution (Pressman and Wildavsky, 1979).

According to Bardach (1977), most challenges of implementation stem from what he likens to a system of loosely related implementation games. The dominant effect is to make politics of implementation process highly defensive. In such cases, great energies focus on manoeuvring to avoid responsibility, blame, and scrutiny. These games lead to underachievement of stated objectives, delay and with it excessive financial cost. Some of the games include; implementation as "pressure politics" where the pulling, manoeuvring, bargaining and hauling of the design stage carries over to the implementation stage. Die hard opponents who lost at the adoption stage seek and find means to continue their opposition when say guidelines and administrative regulations are being written. Other initial proposal supporters, who only did so in anticipation to twist it at the implementation phase to suit purposes never expected or desirable by their original coalition partners, also seek roles in administration process. Bureaucrats and bureaucracy assert administrative control but common perception is that, lower-level bureaucrats do not carry out the instructions and orders of higher-level bureaucrats. Individual officials have own varied goals and use discretion to translate orders from above –downwards and in the process change the precise purpose the superior had in mind for the lower level staff (Bardach, 1977).

According to Bardach (1977), goals embodied in a policy mandate may change during implementation due to need to clarify ambiguities or should they have been based on weak consensus and perhaps insincerely contrived during the contest surrounding their adoption as policy opponents may have stayed quiet during adoption banking on future opportunities to achieve more decisive and less publicized victories. During this struggle over implementation, the resultant politics of renegotiating goals may lead in several directions; trimming the goals, distorting or preventing them and even adding to them in a manner that leads to an unsupportable burden (Bardach, 1977).

Diversion of resources especially money which ought to be properly used to obtain or create certain program elements by providing less in the way of exchange than is the expectation, causing delays and increased costs, seeking increased flexibility on funds use, or tailoring work environment for own gains are a common games in implementation (Bardach, 1977). The games may not necessarily be illegal as different actors may have different priorities but which may not optimize the program goals. Bardach (1977) asserts that, the above games replicate themselves all over programs and have an impact on cost escalation as opposed to performance though it is hard to say by how much. The excesses of such demands however,

may undermine the abilities of managers to focus and concentrate resources to some supposed threshold point below which expenditure is likely to be ineffective (Bardach, 1977).

Lindblom and Woodhouse (1993) associates the myriads of social problems including poverty, racism, gender bias, political corruption among others to lack of intelligent public policy. Despite human aspirations and efforts for intelligent public policy, mankind continues to live with relatively undemocratic and unintelligent policy making. They argue that, public policies are made by a complex political system and many social forces shape policy making including businesses as corporate officials set most policies in market oriented societies on production, distribution, and related transactions of goods and services. Business managers therefore acts using their available resources to either impede or facilitate policy making and implementation process depending on their business interests (Lindblom and Woodhouse, 1993).

Lindblom and Woodhouse (1993) also cite cognitive limits and impairments of human mental capacities relative to the complexities of policy problems as a force that influence implementation as social realities and associated problems are so complex that the capacity of human mind is very small to give solutions required for objectively rational behavior in the real world. Lastly is the conflict between analysis and power where, though policy making should be thoughtful, systematically analysed and scientific at the same time people want it to be democratic and hence necessarily an exercise of power – bargaining, voting, trading favours – hence conflict between analysis and power. It is common that minority citizens in top positions both in government and private sector make most policy decisions and the extent to which these elites promote policy making that is democratic and intelligent is questionable. The norm is parties try to influence policy making and implementation in their favour and this scenario takes us back to what Bardach (1977) refers to as "political games" played to the detriment of sound policy making and implementation.

The challenges to strategy implementation cannot be singly studied exhaustively as they are complex and convoluted in nature and differ in intensity from organization to other but they may be clustered into a few most prosaic categories as; social- cultural and political challenges, institutional challenges, leadership and communication challenges and resources challenges.

2.4.1 Top leadership support

Leadership and especially strategic leadership is widely described as one of the key drivers of effective strategic plan implementation (Kaplain & Norton, 2004). However, lack of leadership and specifically strategic leadership by the top management of an organization, has been identified as one of the major barriers to effective strategy implementation (Hrebiniak, 2008). Strategic leadership is defined as "the leaders' ability to anticipate, envision and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland &Hoskison, 2007). Strategic leadership requires the ability to accommodate and integrate both internal and external environment of the organization and to manage and engage in complex information processing. While issues of strategic planning have presented challenges to strategic leaders, it is in the area of strategy implementation where leaders have encountered a number of challenges. Hrebiniak (2006) reported that although formulating a consistent strategy and making it worth is fairly easy, implementing it through the organization is even more difficult. Allio (2005) also concluded from an economic survey of 276 senior operating executives that a discouraging 57% of firms were unsuccessful at executing strategic initiatives. To effectively undertake strategic plan implementation strategic leaders need to have skills on communication, motivation, decision making and team building.

Hellriegel et al. (2010) and Jarbandhan (2011) refers to leadership as the ability to influence others to act towards the attainment of a predetermined goal. Furthermore, the Department of Public Service and Administration (DPSA) (2005), in Jarbandhan (2011:22) lists various elements as being central to effective leadership, namely personal character, emotional intelligence, social intelligence, and cultural intelligence. These assertions imply that effective leaders are individuals with a short, medium and long term vision for the organisations they serve, and who possess the ability to impart the required motivation to others in the organisation, to strive towards organisational goals.

Leadership in organizations involves making major strategic decisions (Yukl, 2002). Effective strategic business decision making brings together the right resources for the right markets. The quality of an organization decision making helps it gain an advantage over competitors. Management boards are the major decision makers in an organization. The decision made by the managers must reflect the organizations aims (its purposes), such as to maximize returns for the shareholders. The decision should also relate to the objectives

(goals) of the organization. Strategic decisions making involves making choices that affect the long-term sources of the organizations allocation of significant resources e.g. material and effort, and making trade-efforts in ambiguous situations with insufficient information (Mat-2001). Strategic decisions making process takes place in the context of external (industry) organizational (internal) and personal (individual) circumstances of the decision maker (Bernhardt, 2003). According to Nutt (2001) 50% of all decisions in business fail and that includes decisions which are not implemented. Nutt (2001) observed that decision making failures are typically marked firmly by the exclusion of key stakeholders from decision making process; secondly by taking short cuts under time pressure and finally by defining the problem incorrectly.

According to Ackel et al. (2012), top leadership support and commitment needs to be regular, focused, inclusive and proactive through the implementation of the project. The technical decision regarding the project needs to be made with due consultation. Project management and implementation is therefore dependent on the top management support for direction and implementation of set goals. Werner et al. (2011) postulates that once a plan is well prepared and adopted, it must be followed. To have it followed requires integrity and leadership. Cleland (1986) however suggested that "project success is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the enterprise."

Baccarini and Collins (2004) identified two distinct components of project success: Project management success focuses upon the project process and, in particular, the successful accomplishment of cost, time, and quality objectives. It also considers the manner in which the project management process was conducted while product success deals with the effects of the project's final product. Ngai, Law, and Wat (2008) in their study, top management was one of the frequently cited CSF for ERP implementation and that the presence of a project champion has also facilitated many successful projects.

Vaidya et al. (2006) found out from their study that top management support and performance measurement is critical. Successful development plan implementation require the use of effective internal integration strategies, such as use of outside technical expertise, selection of an experienced project manager, and selection of team members with significant

previous work relationships. Sumner (1999) suggests implementation success means achieving the support of senior management for accomplishing project goals and objectives and aligning these with strategic business goals. Re-designing of organization processes to be consistent with system specifications, investing in training, re-skilling, and professional development of the IT workforce and using a mix of consultants and internal staff to work on the project team, so that internal staff members can "grow" the necessary technical skills for implementation are vital in project implementation.

A good manager is the one who can see problems and find a solution for the same in his organization. As identified by Pinto and Slevin (1988) that problem areas exist in almost every implementation. Regardless of how carefully the project was initially planned, it is impossible to foresee every trouble area or problem that could possibly arise. As a result, it is important that the project manager make adequate initial arrangements for "troubleshooting" mechanisms to be included in the implementation plan. Such mechanisms make it easier not only to react to problems as they arise, but to foresee and possibly forestall potential trouble areas in the implementation process. Holland and Light (1999) on the other hand suggests that trouble shooting must be performed continually throughout the project. Mistakes and potential problems need to be dealt with rapidly so that the project stays on target.

Apart from resources the other important factor in a project is the ability to formulate goals and objectives which are SMART. When goals are smart and that they get top management commitment in achieving them, then a project is bound to succeed. Ngai et al. (2008), state that it is recommended that the goals of the project be set before the support of top management is sought. There is no doubt that project management is necessary for implementing any kind of project. Excellent project management against a project plan with clear objectives, deliverables, and milestones ensures that the project is effectively planned and delivered. Clarke (1999), further adds that by targeting the main problems and issues using the key success factors as a focus could make a significant difference to the effectiveness of project management. In order to ensure that a project is completed successfully, project plans need to be updated regularly. Holland and Light (1999), indicated that a clear business vision for the project is required to give the project direction and scope. Without this, implementation is likely to be lengthy, costly and the result misaligned with the organisation's overall strategic vision.

2.4.2 Resource allocation

Resources in development plans are considered as any materials be it human, physical, fiscal, technological, economical that are key in facilities the planning processes from the inception stage till the implementation stage. Ramlall (2010) then observes that a critical success factor for project sustainability is efficient allocation of resources which can generally be obtained only through strong political support. Human resources are quite essential both in numbers and at a required level of training in their respective field given the multi-disciplinary nature of planning. In addition, financial resources cannot be overlooked in its ability to aid in development and implementation of plans. Reeves (2012) also adds that funding is also a key to the success of most projects. Only on the rarest occasions can social capital be expected to deliver all the outcomes, with little or no funding needed.

Strategy could be defined as 'the major intended and emergent initiatives taken by general managers on behalf of owners, involving utilization of resources, to enhance the performance of firms in their external environments' (Richard Lynch, 2012).

Sterling (2003) lists reasons for failing to translate the strategy into effective implementation. These include unanticipated market changes; effective competitor responses to strategy; application of insufficient resources; failures of buy-in, understanding and/or communication; failing on, timing and distinctiveness; lack of focus and poorly conceived strategies. The allocation of financial resources is to be based on the strategy, as well as decision-making (Toikka 2002).

People are, according to Lorange (1998) the key strategic resource; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. It is the challenge of management to allocate them to their most useful tasks as well as coordinating and integrating activities of participating employees and functions Pryor et al. (2007). As written in the formulation and planning part of the Strategy implementation there is also a need to choose the right people for the right responsibility. Important in this context is not to throw away important knowledge by the wrong allocation or by too little connection of employees (Lorange 1998). Thus a certain degree of freedom is necessary to leave room for experiments by the employees and develop creativity to solve challenges (Lorange 1998). Sometimes adjustments of some resources to improve the process are necessary (Lorange

1998), therefore the management should monitor the process closely to intervene at the right time.

Okumus (2001) viewed resource allocation as the process of ensuring that all necessary time, financial resources, skills, and knowledge are made available. It is closely linked with operational planning and has a great deal of impact on communicating and providing training and incentives. Key issues to be considered are procedures of securing and allocating resources for the new strategy, information, and knowledge requirements for the process of competitive strategy implementation, time available to complete the implementation process, political and cultural issues within the company and their impact on resource allocation.

Hunter (2007) observes that regardless of the precise nature of a policy or strategy, and the support that exists for it, if the means to implement it are either nonexistent or inadequate in terms of capacity or capability, or both and then it will count for little. Sterling (2003) sees chronic lack of resources, capital or otherwise, as hindering implementation of strategy. 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. Their culture is often based on values that emphasize the bottom line. Organizations strive to control employees' behaviour by linking reward systems to their control systems (Hill & Jones, 2010).

Alexander (1991) argues that, strategy implementation addresses the issue of how to put a formulated strategy into effect within a defined time, budget, human resources, and its capabilities. This means that budgeting should be a fundamental part of any action planning, especially where capital-intensive strategies are concerned. Without an executable plan and resources to implement that plan, even the most innovative strategy is merely words on paper (Wery& Waco, 2004).

2.4.3 Project team composition
Ackel et al. (2012) notes that the nature and composition of the project team is an important aspect of development plan implementation. Their findings show that the project teams performed contractual functions perfectly and that they fully understood the project goals and objectives. Kuen et al. (2009) also suggests that competent project personnel are significant to direct project success. A competent project team comprised a project leader with its members, who are specifically selected, trained and possessed the required skills, knowledge and experience to handle the demands of the project. When the project is completed and later

being introduced to the clients or end users, the ability of the team members to convince and sell the benefits of the project is important to ensure that the project are readily accepted by the clients.

According to United Nations Human Settlements Programme (UN-HABITAT) (2010) planning requires that the skills and capacities of planning professionals, as well as those of other stakeholders, are continuously revisited. Without developing these skills, the emerging innovations which could put cities on the path of sustainable development cannot progress. Reeves (2012) opines that training and on-going support for programmes is crucial, especially where a project is intended to run for a number of years and involves large groups of people. Reeves (2012) further adds that training is critical for raising awareness across all staff, board members and other stakeholders. Training needs to be timely—not too early, or some officials will fail to see the relevance of the project, and not too general or they will not see that it applies to their areas of responsibility.

Staff turnover in this study is also seen as an indicator for the project team. The rates of it can affect a project success. Kuen et al. (2009) confirms organizations with long serving employees and who are then selected as the project leaders or members stand a higher chance to better control their projects and the probability of facing crises and major problem will be lower. Loquercio, Hammersley, and Emmens (2006) notes that staff turnover has become a major concern for organizations. Unplanned staff turnover is problematic and expensive, affecting not only learning and efficiency, but also the capacity of agencies to respond to new emergencies, or even sometimes just to continue existing programmes. The study further reports that there are direct and indirect consequences of staff turnover. The consequences are that there will be lack of continuity, inferior programme quality and loss of talent in the organization.

Dubois (1993), a leading expert in the applied competency field defines competency as the employee's capacity to meet (or exceed) a job's requirements by producing the job outputs at an expected level of quality within the constraints of the organization's internal and external environments. It is a principle or critically essential proficiency for successful job performance for a given job at a given level in an organization hierarchy. Boyatzis (1998) defines a competency as an underlying characteristic of a person i.e., motive, trait, skill,

aspects of one's self-image, social role or a body of knowledge which results in effective and or superior performance in a job or a task.

2.4.4 Stakeholders influence

Consultation in this study is taken as the constant communication, discussion between the consultants and stakeholders in order to advice or giving direction on the project. In this case the integrated development plans are considered as projects. This consultation can be done in discussion talk session, meetings, workshop or conference. According to Pinto and Slevin (1988) p. 136, projects are often subject to changes throughout their development, and as a result, stakeholders must be kept informed of the progress of the project rather than being surprised at the end when the project is transferred to them. This would explain that as long as the advisory team can clarify with the client on the project's objectives, goals and scope, the team can go on with the process at its own pace. The client is only kept informed and consulted from time to time. Overall, the criticality of 'Client consultation and acceptance' is as high as that of 'Complete and clear objectives, goals & scope of the project'.

The CoK (2010) provides that citizen participation is mandatory in the development process. CGA, 106(4) states "county planning shall provide for citizen participation" and shall be done in a process that "involves meaningful engagement of citizens" (CGA, 105(1-d). Public participation shall be facilitated through various ways. One of them is through The County Budget and Economic Forum (CB&EF). PFM Act (137) provides that a county government shall establish the CB&EF. It shall comprise the Governor and members of the county executive committee, an equal number of nominees of Non State Actors (NSA) (professionals, business, labour, women, persons with disabilities, elderly and faith based groups at county level). The forum shall provide a means of consultation on the planning budgeting, economic and financial management processes in the county.

The second way of facilitating public participation is through the County Citizen Engagement Framework: CGA Part VIII obligates the county government to establish structures for citizen participation. These are guided by principles set out in CGA 87.

Thirdly, County Communication Platform and Strategy provides for engagement in implementation of strategy. The CGA Part IX obligates the county government to integrate communication in all its development activities, observe Article 35 of the CoK (2010)

through access to information. The county government is required to establish an effective communication and sensitization framework using various media forms, targeted at widest selection of stakeholders in the county.

The County Civic Education Strategy provides yet another platform for citizen participation in development. CGA Part X requires the county government to develop an effective civic education framework through which it shall empower and enlighten citizens and promote the principles of devolution in the constitution on a continual basis.

Contrary to Pinto and Slevin's work, (Kuen et al., 2009) in his study, it was found that stakeholder involvement is not relevant to project success in manufacturing. This could be true but to service product like integrated development plans constant stakeholder engagement is vital. The views and the comments from the Government, local planning authorities, Non-state Actors (NSA), Civil Society Organizations (CSO) and local communities are an important part of the planning process. The Master Plan and the Action Plans have been subject to extensive informal and formal consultation. Reeves (2012) emphasises that consultation is central to better policy-making and implementation. The most successful consultations for both officials and user or representative groups are those carried out through on-going consultative forums that provide a means for organisations to look ahead at emerging issues as well as receive feedback on existing policies and practice.

Community participation is a key tenet approach in today's urban planning. This is also enshrined in the CoK (2010) and the CGA (2012). Without community participation development plans might risk a situation of the plan not being approved, loss of ownership of the plan by the community and sustainability of the same. Therefore communities need to be involved in preparing development plans. This is supported by Ramlall (2010), that the issue of public trust follows on to another critical success factor for the development planning instruments, that is, increased stakeholder engagement. Given the myriad of stakeholders relevant to the planning process, through the participation of these groups more comprehensive plans can be devised to meet the needs of maximum stakeholders and thereby attain urban sustainability. As per the (United Nations Human Settlements Programme (UN-HABITAT), 2010) participatory processes are becoming more and more embedded into planning processes in order to provide for meaningful engagement and involvement of the public in all phases of decision making, implementation and monitoring. Participatory

planning empowers communities and results in better design outcomes that are more responsive to the diverse needs of the different urban groups. Participation also ensures the relevance of plans when faced with limited resources and can also increase effectiveness.

The Asian Development Bank (ADB) reports that it is important to recognize that participation is a means to achieving improved development results, rather than an objective in itself (2011). Ensuring participation requires effective communication, which creates an environment where stakeholders are able to acquire and share knowledge, develop understanding, enhance engagement, and take action. Werner et al. (2011) state that the legal requirement for public participation in the planning and budget process for organisations is an "innovative element" thus enabling the participants to own the process. It is, since nowadays development plans do easily get approval from community through their active involvement in the project. The starting point was a culture of unplanned development and non-compliance with existing laws and regulations. But development led by community participation is not enough. A local community may easily be concerned with neighbourhood improvement and lose sight of the big picture of regional development.

As B. Wong and Tein (2003) suggests that public participation is of considerable importance. It would make polices more acceptable to the general public as it would ensure that the development policies are responsive to community views and values. According to Vaidya et al. (2006) the importance of stakeholder involvement cannot be under-estimated. This conclusion is drawn from the findings of their study on (e procurement projects) that the user uptake and training turned out to be the most important factor followed by supplier adoption. Agevi (2012) suggests that public participation in planning and development has been unstructured and ineffective. Furthermore, it has been characterised by apathy and political interference. There are several reasons for this: lack of clear guidelines on stakeholder participation; limited information sharing; poor appreciation of urban planning; and vested interests. In addition, planning outcomes and decisions have not always reflected the public interest. Poor public participation at the local levels has seriously constrained the work of county planning departments or units.

A good communication strategy is very vital during engagement with stakeholders. The Asian Development Bank (ADB) (2011) confirms that the level of involvement, communication can contribute to increasing awareness, fostering behavioural changes,

facilitating mobilization, and establishing partnerships in pursuit of common goals. However, the lack of it can also break down negotiations, limit alternatives to addressing problems, constrain benefit distribution of development interventions, lead to marginalization of stakeholders and, ultimately, restrict the attainment of desired outcomes. According to Sumner (1999) another important CSF is to tell everyone in advance what is happening, including the scope, objectives, and activities of the project. Pinto and Slevin (1988) it is essential to ensure that communications can effectively transfer and exchange relevant information among projects participants and the client's key stakeholders during the project process. In terms of the communication channels, quantity and quality of face-to-face meetings, the richest medium available, characterize good communication. Other forms such as memos, e-mail, videos, and etc. should be deployed as well.

Kuen et al. (2009) however points out from the findings of his study that effective communication by itself was found not related to project success. One of the reasons for this finding could be that this element is already embedded and weaved in the success factors. He went ahead and cited project mission where clear project objectives and directions are made known to the project team through some form of communication. The communication element is also present in the personnel and client acceptance factor. It is from this insight and many more from other related literature that communication as critical success factor is seen as an indicator for community participation. Holland and Light (1999) therefore emphasises a conscious effort to manage the communication between the project group and the wider user community is therefore essential to ensure commitment and identify problems quickly.

According to Joseph (2002:10-11), a customer orientated approach to service delivery in local government has to do with more than merely making customers feel good through pleasant interaction. Effective customer care could have a direct impact on investment and economic growth, for example the ability/inability to approve the rezoning of land for business purposes, which could see potential investors refraining from conducting business in the municipal area. In addition to creating awareness amongst employees, money should be utilised for training staff to meet customer standards. In addition to changing the mindset of politicians and officials towards the local government customer, it is also important to ensure that the physical environment promotes good customer relations.

According to Houston, Humphries and Liebenberg (2001:216-217), involving the stakeholders in service delivery decisions ensures that service to the local community is prioritised, enhances the potential for local governments to meet the expectations of the community as end-users of municipal services and enhances an understanding of the impact that policies and programmes have, and promotes the development of priorities that are relevant. In addition, it enhances long-term democratic stability.

According to the United Nations Economic and Social Council (2005:3), local government can benefit from involving the private sector in service delivery as it avoids the potential pitfalls of full privatisation and facilitates the utilisation of new technology and expertise.

Craythorne (2006:153) on financial plan and the key performance indicators, states that in order for the IDP to become operational, it (the IDP) must inform the municipality's annual budget as well as the performance targets set by the municipality, and must also be used to prepare action plans for the implementation of strategies identified by the municipality.

2.5 Theoretical Framework

In an attempt to ensure successful implementation of strategic plans, a number of theories have been fronted by scholars. This study was based on a theory by Pryor, Anderson, Toombs and Humphreys. They introduced the 5 P's paradigm approach of strategy implementation in 2007. The authors utilized the terms Purpose, Principles& Processes, People and Performance in their model. Behind those terms all beginning with a P are strategy (Purpose), structure (Principles& Processes) and Behavior (People). Despite they describe the connection between them as strategy drives structure; structure drives behavior; and behavior drives results, in a top-down manner. it. As Pryor et al. (2007) put it, when implementing a strategy, it's dangerous to ignore components because strategy implementation requires an integrative point of view, implying that managers and strategy implementers have to keep in mind the interdependency of different factors and shouldn't neglect any of them.

However, the connection between the three different parts is not only top-down but also intertwined, as Strategy also has direct influence on Behavior and Behavior and Structure also have their influence on Strategy. The balanced interplay of all three leads to increased performance, which is the main objective of implementing a new or changed strategy. This consistent and continual feedback connection is essential to the successful implementation and management of organisational strategies (Humphreys, 2005). By linking individual performance to process improvements and outcomes, and by measuring outcomes against

established goals, any business can meet the challenges of successfully translating a strategy into action (Cascella, 2007).

2.6 Conceptual Framework

The conceptual framework for this study is shown in figure 2.1 and it depicts the relationship between the independent and the dependent variables influencing the implementation of urban strategic development plans.

INDEPENDENT VARIABLES   **DEPENDENT VARIABLES**

```
┌─────────────────────────┐
│ Resource allocation     │
│   ✓ Adequacy            │
│   ✓ Availability        │
│   ✓ Timeliness          │
└─────────────────────────┘

┌─────────────────────────┐              ┌──────────────────────────────┐
│ Project Team            │              │ Implementation of urban       │
│   ✓ Competency          │              │ strategic development plans   │
│   ✓ Turn-over           │              │   ✓ Number of complete        │
│   ✓ Innovation          │              │     projects                  │
└─────────────────────────┘              │   ✓ M & E internal reports    │
                                         │   ✓ Timelines                 │
┌─────────────────────────┐              │   ✓ Resource absorption rate  │
│ Top leadership support  │              │   ✓ Improved service          │
│   ✓ Strategic leadership│              │     delivery                  │
│   ✓ Motivation          │              └──────────────────────────────┘
│   ✓ Facilitation        │
└─────────────────────────┘

┌─────────────────────────┐              ┌──────────────────────────────┐
│ Stakeholder Involvement │              │ Political interference        │
│   ✓ Public participation│              │                               │
│   ✓ Communication       │              │ Corruption                    │
│   ✓ Community Social    │              │                               │
│     Responsibility      │              │ Government policies           │
└─────────────────────────┘              └──────────────────────────────┘
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INTERVENING VARIABLES

Figure 1.1: Conceptual Framework

2.7 Summary of literature review

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The literature review looked at four factors that are deemed to be necessary for urban strategic development to be successfully implemented. The factors were borrowed from Pinto and Slevins' work of 1988 on effective project implementation. The study therefore dwelled on four factors which include; resource allocation, top leadership support, project team, and stakeholder involvement. Previous studies did not examine the influence of major factors in the link between planning and implementation. Wambui (2006) focused on managerial involvement related to Strategy Implementation. This represented one aspect of factors that influence implementation leaving a gap to be pursued by other scholars. This study sought to determine the factors that influence the successful implementation of the urban strategic development plans

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents a discussion of the research design; the blue print for the entire study; study population along with the sample size and sampling procedures; instrumentation; a description of the type of tools to be used along with the requisite validity and reliability considerations; data collection procedures including setting the boundaries for the study; instruments to be used to collect data as well as the data analysis rationalization in view of the design of the study. Considering the sensitivity of the subject under study, due attention will be paid to ethical issues and confidentiality aspects in relation to the respondents.

3.2 Research Design

Rresearch design is a master plan that specifies the methods and procedures for collecting and analysing the needed information (Sekaran & Roger 2011). Cooper and Schindler (2006) argue that research design constitutes the blue print for the collection, measurement and analysis of the data to achieve fore stated objectives. It's a structure for investigating so conceived as to obtain answers to research questions and for testing hypothesis (Kothari, 2004). It refers to the method that will be used to carry out the research. The study utilized the descriptive survey design and adopted mixed research approach. This is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). This was appropriate in enabling data to be presented data in a meaningful form, thereby helping to offer ideas for further probe and research and help make certain simple decisions.

3.3 Target Population

Saunders, Lewis and Thornhill (2003) and Kothari (2008), all described a population as the total collection of elements about which one wish to make inferences. The target population refers to the entire group of individuals or objects to which a researcher is interested in generalizing the conclusions. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, events and group of things or households that are being investigated. The study population is the accessible population in which the researcher can apply the conclusions. There are 170 county government employees and stakeholders who are directly involved in the implementation of the USDP in Kapsabet town and they formed the target population of this study.

This study was limited to Kapsabet town. This involved collecting data from the targeted on the factors that affect the implementation of the USDP. In order to realize the objectives of this study, these employees were selected from the county's offices while the stakeholders were selected among religious leaders, businessmen, civil society organizations (CSOs) and residents of the town. Mugenda and Mugenda (2003) explains that the target population should have some observable characteristics to which the researcher intends to generalize the results of the study. The population was divided into different cadres.

3.4 Sample Size and Sampling Procedure

Sampling is a unit that provides a practical and efficient means to collect data since it serves as a model of the population under study. According to Kothari (2004), sampling provides a valid alternative to a whole population because surveying an entire population may lead to budget constraints, time constraints and delay in result analysis

3.4.1 Sample size

Krejcie and Morgan (1970) table for sample size determination was used in selecting respondents to participate in the study as below

Table 3.1: Sample size determination

Strata	Target Population	Sample size
Devolved units and special programmes department	10	10
Department of Lands	10	10
County Administration	20	19
Planning and Finance Department	10	10
Other Professionals	35	28
Stakeholders	75	41
	170	**118**

3.4.2 Sampling procedure

Sampling involves any procedure that draws conclusion based on measurement of a portion of the population (Kothari, 2008). When the population is heterogeneous, Kothari (2008)

recommends stratified random sampling since the method increases sample statistical efficiencies, provides adequate data for analyzing the various sub populations and enables different methods to be used depending on the characteristic of the stratum. The sample was developed using proportionate sampling strategy where the size of each stratum was proportionate to the population size of the stratum for better precision.

The different target population cadres were treated as clusters. Each of the government departments together with other professionals and stakeholders were treated as strata. Finally, simple random sampling was used to pick actual respondents from each stratum and cluster to form the sample. The researcher adopted the Krejcie and Morgan (1970) sampling table. The sample size was calculated based on the total target population of 160 respondents.

3.5. Research Instruments

The instruments for data collection in this study were the questionnaires. Warwick and Lingher (1975) state that researchers should settle on instruments which provide high accuracy, generalizability and explanatory power with low cost, rapid speed and a minimum of management demands with high administrative convenience. Questionnaire is a research tool that gathers data over a large sample (Kombo 2006). The questionnaire and interview schedule is the most appropriate research tools as it allows the researcher to collect information from large samples with diverse background. The variables in the questionnaires were developed based on the themes in the literature review section and objectives.

3.5.1 Piloting of the instruments

A pilot study on the questionnaire was administered two weeks prior to the main study to those individuals that were not part of the study. Allan and Emma (2011) pointed out that research outcome quality is determined by instruments quality. Pilot testing entailed ten respondents who did not form part of the sample. Once all issues with the test items were addressed, the questionnaire was ready for large-scale field testing.

3.5.2 Validity of the Research Instruments

Validity refers to the accuracy, correctness, meaningfulness of inferences and soundness of results of conclusion, which are based on the research findings (Kothari, 2008; Dane 1990; Mugenda and Mugenda, 2003). The researcher sought expert opinion on content and construct validity. Comments solicited from them were used to improve the research instrument before commencing data collection. Content is a non-statistical type of validity

that involves the systematic examination of the test content to determine whether it covers a representative sample of behaviour domain to be measured (Anastasi and Urbina, 1997). Content validity evidence involves the degree to which the content of the test matches a content domain associated with the construct. A test has content validity built into it by careful selection of which items to include (Anastasi and Urbina 1997). Items are chosen so that they comply with the test specification which is drawn up through a thorough examination of subject domain. Foxcroft et al (2004), note that by using a panel of experts to review the test specifications and the selection of items, the content validity of a test can be improved. The experts will be able to review the items and comment on whether the items cover a representative sample of the behavior domain. To test the validity of the instruments used in the study, the questionnaire was availed to supervisor together with a panel experienced researchers of the University of Nairobi to review the instruments. The results from the piloting together with the comments from the experts were incorporated in the final instrument revisions to improve its validity.

3.5.3 Reliability of Research Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Neuman, 2000). Reliability refers to the consistency that an instrument demonstrates when applied repeatedly under similar conditions (Bork & Gall, 1993). It is therefore, the degree of constancy or whether it can be relied upon to produce the same results when used in two of more attempts to measure theoretical concepts. To determine the reliability of the instrument, the test- retest method was used. The questionnaire was administered twice within an interval of two weeks. This entailed administering the same questionnaire to the same group after a certain interval had elapsed since the previous test (Coopers and Schindler, 2003). The test retest criterion was applied since the respondents in this study were project managers, staff, stakeholders and professionals who had a detailed grasp on research and therefore would understand the need for filling the questionnaire for the second time.

3.6 Data Collection Procedures

The researcher obtained a research permit from the National Council for Science, Technology and Innovations (NACOSTI) before embarking on data collection. Further reconnaissance survey was conducted in the county headquarters to seek permission from the management on the exact dates of data collection. Questionnaires were used as the main data collecting tools

and used structured and unstructured questionnaires. The choice of these tools was guided by the nature of data that was collected, time available and objectives of the study. The questionnaires were delivered to all respondents. The types of questions asked were both closed and open ended. The advantages of this type of questions are the simplicity in the giving answers. The questionnaire was considered to be effective in this study because it is a very economical way of collecting data compared to other collection tools, respondent rate was high and less data compared to other collection tools, the presence of the researcher at the time of data collection was not necessary as the questionnaire is self-administering.

3.7 Data Analysis

According to Mugenda and Mugenda (2003), data analysis is the process of bringing order, structure and meaning to the mass of information collected. This study employed the use of both quantitative and qualitative methods of data analysis. Quantitative data was analysed using descriptive statistical methods. The study adopted a descriptive analysis. Descriptive statistics such as mean, standard deviation and measures of central tendency was used to describe the basic features of the data and to provide simple summaries about the sample and the measures. Quantitative data analysis was aided by SPSS (Statistical Package for Social Sciences) to generate these measures. Pearson Correlation analysis was further used to show the relationship between the dependent variable and the independent variables (Hair et al, 2005).The data was presented using tables, graphs and charts to give a clear picture of the research findings at a glance.

3.8 Ethical Considerations

In addition to conceptualizing the writing process of the thesis, a researcher needs to anticipate the ethical issues that may arise during a study (Hesse-Bieber & Leavey, 2006). Research does involve collecting data from people, about people (Punch, 2005). Researchers need to protect their research participants; develop trust with them; promote the integrity of research: guard against misconduct and impropriety that might reflect on the researcher and university; and cope with new, challenging problems (Israel & Hay, 2006). The following ethical issues helps to enhance ethics during the study:

First the researcher sought for permission from the Nandi County Commissioner and County Government leadership before conducting the research. The respondents participation was

voluntary and free and no promises of benefits for participation. The respondents were assured of privacy and confidentiality of the information obtained from them.

The data to be collected was used purely for academic purposes and therefore an introduction letter from the university was obtained and issued to the respondents to assure them of the same. Informed consent from each research participant was obtained and utmost privacy and confidentiality was maintained at all levels of the study. Anonymity was attached to the questionnaire and given to the respondents during their participation.

3.9 Operationalization of the variables

Objective	Variable	Indicators	Measurement	Scale	Data collection methods	Data Analysis
To establish how resource allocation to projects influence the implementation of urban strategic development plan.	Independent Resource Allocation	Budget documents Workforce Land	Amount of money allocated Number of employees Land acreage	Ordinal	Questionnaires Interview	Mean and Standard deviation
To determine how project team composition influence the implementation of urban strategic development plan.	Independent Project Team Composition	Qualification Experience Motivation Turnover	Highest level of education Number of years in service Rate of staff turnover Number of motivation initiatives	Ordinal	Questionnaires Interview	Mean and Standard deviation
To establish how stakeholder involvement influences the implementation of urban strategic development plan.	Independent Stakeholder involvement	Public participation forums. Communication to stakeholders Corporate Social Responsibility	Number of public participation forums Communication rate with stakeholders Number of CSR projects	Ordinal	Questionnaires Interview	Mean and Standard deviation
To find out how top leadership support influences the implementation of urban strategic development plan	Independent Top Leadership Support	Strategic Leadership Team Motivation Facilitation	Number of strategic initiatives Number of motivation activities Level of facilitation to project team	Ordinal	Questionnaires Interview	Mean and Standard deviation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents analysis of data and presents data in tables. It also undertakes data presentation and interpretation and discusses study findings according to study themes. The chapter provides the major findings and results of the study as obtained from the questionnaires administered. The first section looks into the response rate and demographic information of respondents while the second and subsequent sections analysis the results of the study per objective.

4.2 Response Rate

Questionnaire response rate indicates the rate in percentages at which the questionnaires given to respondents were filled and returned. The returned questionnaires were the ones analysed. Table 4.1 below shows the response rate from the sample size.

Table 4.1Response rate

Respondents	Sample Size	Returned Questionnaires	Return Rate (%)
Devolved units and special programmes department	10	9	7.6
Department of Lands	10	9	7.6
County Administration	19	18	15.3
Planning and Finance Department	10	10	8.5
Other Professionals	28	27	22.9
Stakeholders	41	40	33.9
Total	**118**	**113**	**95.8**

This study targeted a sample size of 118 respondents. Out of these 113 filled in and returned the questionnaires, making a total response rate of 95.8% as shown on table 4.1. The response rate was generally good and it agrees with Keeter et al, (2006) who stated that any survey with a response rate of above 70% gives out a more reliable and accurate information. Mugenda and Mugenda (2003) says that a response rate of 50% is adequate for analysis and

reporting while a rate of 60% is good while a response rate above 70% is excellent. In this case, the response rate obtained from this study can be classified as excellent and sufficiently representative of the target population. This response rate as highly capable of producing useful results and make meaningful inferences. The study therefore proceeded.

4.3. Respondents Demographic Characteristics

The study sought to establish information on various aspects of respondents' back ground such as gender, age, academic qualification, occupation and work experience. This information aimed at testing the appropriateness of the respondent in answering the questions regarding the factors influencing the implementation of urban strategic development plans in Kenya, a case of Kapsabet town.

4.3.1 Distribution of Respondents by Gender

The study sought to establish the gender of the respondents. The gender of the respondents was important in order to find out if both genders were well represented in the study. This study sought to understand if employment at the town administration conformed to the Kenyan constitution which states that at least not more than two thirds of all employees in any sector or organization should be of either gender. Robinson and Pearce (2004) have singled out gender as one of the cultural issues that can affect strategy implementation. Similarly, Kidombo (2007), Wambui (2006) and Mintzberg (2004) highlight the need to involve both gender for effective implementation of community strategic plans. It also indicates whether both genders were well represented in the study. Results are presented in Table 4.2 below

Table 4.2 Distribution of Respondents by Gender

Gender of Respondents	Frequency	Percentage
Male	67	59.3
Female	46	40.7
Total	**113**	**100**

Table 4.2 shows that out of 100 respondents who participated in the study, 67 (59.3%) were male, while females 46(40.7%). This shows that women are significantly involved in the

development issues in Kapsabet town either as employees of the town administration or as stakeholders.

4.3.2 Distribution of respondents by level of education

The study sought to find out the highest level of academic qualification of the respondents within the study area. The researcher therefore requested the respondents to indicate their highest level of education. Table 4.3 below reflects the findings of the highest education level attained by respondents. Difference in levels of education attained is evident due to the age difference and different education system of the respondents. Even though many scholars (Senior & Flemming, 2006; Letting, 2009; Mulube, 2009) have indicated that leadership is not based on level of education, there is need to have employees with high qualifications in all levels of management. Strategic plans are normally very complex (Robinson & Pearce, 2004) and require people with high level logistical skills. The findings are in support of these scholars since the cumulative percentage of respondents with at least a Bachelor's Degree is 55% showing a high level of education.

Table 4.3 Education level of respondents

Education level of respondents	Frequency	Percentage
Secondary	17	15
Diploma	34	30
Degree	43	38
Masters	19	17
Total	**113**	**100**

From the table above it was found out that 17 (15 %) of the respondents had attained secondary education, 34(30%) had Diploma, 43(38%) had Degrees while 19(17%) had Masters degrees. From the table, it is evident that majority of the respondents (55%) had attained degree level of education and above hence they were able to answer the questionnaire properly.

4.3.3 Position of the Respondents in the Project

The study sought to establish the various designations of the respondents. This was important for the study because the questionnaires aimed at specific categories of people working in the organisations. The results are presented in table 4.4 below

Table 4.4 Position of the Respondents in the project

Project Position	Frequency	Percentage
Devolved units and special programmes department	9	8
Department of Lands	9	8
County Administration	18	16
Planning and Finance Department	10	9
Other Professionals	27	24
Stakeholders	40	35
Total	**113**	**100**

Findings shows that 40 (35%) of the respondents were stakeholders while 27(24%) were professionals. Officers from the county government departments were as follows; 18(16%) were from the county administration, department of planning and finance comprised of 10 (16%) of the total respondents while the department of devolved units and that of lands each had 9 (8%) of the respondents.

4.4 Influence of resource allocation on implementation of urban strategic development plan

4.4.1 Timeliness in resource allocation

Table 4.5: Responses on Timeliness in resource allocation

Category	Frequency	Percentage
Strongly Disagree	14	12.4
Disagree	40	35.4
Undecided	35	31.0
Agree	16	14.2
Strongly Agree	8	7.1
Total	**113**	**100**

Table 4.5 shows that 40(35.4%) respondents disagreed with the statement that there were timeliness in resource allocation, 35(31.0%) respondents strongly disagreed with the statement, 16(14.2%) respondents agreed with the statement and 14(12.4%) respondents were undecided on the statement while 8(7.1%) respondents strongly agreed with the statement. From the responses, it emerged that majority (66.4%) of the respondents believed that resources were not allocated to projects in time thus influencing negatively the implementation of projects.

4.4.2 Availability of the resources
Table 4.6: Availability of the resources

Category	Frequency	Percent
Strongly Disagree	1	.9
Disagree	16	14.2
Undecided	31	27.4
Agree	39	34.5
Strongly Agree	26	23.0
Total	113	100.0

From table 4.6, 39(34.5%) respondents strongly agreed with the statement that resources for project implementation were available, 31(27.4%) respondents strongly agreed with the statement, 26(23.0%) respondents strongly disagreed with the statement and 16(14.2%) respondents disagreed with the statement while 1(.9%) respondent was undecided on the statement. The study findings suggested that majority (61.9%) of the respondents reported that resources for the implementation of USDP were available at county level. This shows that resources for implementation of USDP were available. However, other factors like timeliness in allocation of resources affected negatively the implementation of USDP.

4.4.3 Sufficiency of the resources
Table 4.7: Responses on Sufficiency of the resources

Category	Frequency	Percent
Strongly Disagree	25	22.1
Disagree	44	38.9
Undecided	27	23.9
Agree	17	15.0
Total	113	100

Table 4.7 shows that 44(38.9%) respondents disagreed with the statement that there was sufficiency of resources for the implementation of USDP, 27(23.9%) respondents agreed with the statement and 25(22.1%) respondents strongly disagreed with the statement while 17(15.0%) respondents strongly agreed with the statement. From the responses, emerged that majority (61.0%) cited that resources for the implementation of USDP were insufficient.

These results corroborate Pfeffer and Salancik (1978) resource dependency theory argument that an organization is dependent on the environment for its resources and that those resources literally control the organization's planning. They are also supported by what other scholars like Menzel *et al*. (2008) and Mulube (2009) found from their studies that resources could be a hindrance or a support in implementation of strategies. Although the study has found resources to be very significant in the implementation of strategies, further research has to be engaged to strengthen the scholarly findings as well as an exploration into the human resource factor in the government sector. Overall resources had a high influence on effective implementation of strategic plans.

4.5 Top leadership support and the implementation of urban strategic development plan

4.5.1 Strategic guidance from top leadership

Table 4.8: Responses Strategic guidance from top leadership

Category	Frequency	Percentage
Strongly Disagree	16	14.2
Disagree	26	23.0
Undecided	34	30.1
Agree	21	18.6
Strongly Agree	16	14.2
Total	113	100.0

Table 4.6 shows that 26(23.0%) respondents disagreed with the statement that there was strategic guidance from top leadership, 16(14.2%) respondents strongly disagreed with the statement, 21(18.6%) respondents agreed with the statement and 16(14.2%) respondents strongly disagreed with the statement while 34(30.1%) respondents were undecided on the statement. The study findings showed that majority (53.1%) of the respondents believed that there was no strategic guidance from the top leadership on the implementation of USDP.

4.5.2 Project team motivation

Table 4.9: Responses on Project team motivation

Category	Frequency	Percent
Strongly Disagree	17	15.0
Disagree	28	24.8
Undecided	34	30.1
Agree	21	18.6
Strongly Agree	13	11.5
Total	113	100.0

Table 4.9 shows that 17(15.0%) respondents strongly disagreed that there was team motivation in the implementation of USDP whereas 28(24.8%) respondents disagreed with the statement. 21(18.6%) respondents agreed with the statement and only 13(11.5%) respondents strongly agreed with the statement while 34(30.1%) respondents were undecided on the statement. The responses showed that a majority (54.9%) of the staff believed that there was no team motivation in the implementation of USDP. For success of any set goals there is need for staff motivation and therefore in Nandi County, the implementation of USDP could be hindered by lack of motivation among its staff.These studies are supported by Atiti (2006). Atiti identifies that qualified and motivated staff are one of the pillars for a sustainable projects and organisation

4.5.3 Facilitation of the project team

Table 4.10: Responses on Facilitation of the project team

Category	Frequency	Percentage
Strongly Disagree	20	17.7
Disagree	31	27.4
Undecided	42	37.2
Agree	9	8.0
Strongly Agree	11	9.7
Total	113	100.0

From table 4.10, 31(27.4%) respondents disagreed with the statement that there was facilitation of project team enhancing the implementation of USDP. A further 20(17.7%)

respondents strongly disagreed with the statement, 9(8.0%)respondents were in agreement with the statement while 42(37.2%) respondents were undecided on the statement. From the responses, it emerged that majority (54.1%) respondents believed that there was no facilitation of project team thus hindering the implementation of USDP in the town.

The findings are in line with Drucker (1954), Guth and McMillan (1986), Aosa (1992) and Thompson and Strickland (2004) who have all observed that involvement of leadership levels for implementation is necessary and that it brings good coordination or harmony amongst implementation staff. Similarly, Yavas *et al.* (1985) and Wambui (2006) had indicated that participatory involvement is necessary for translating strategic plans into concrete steps that get done. Several other scholars have had related findings to this study. Amulyoto (2004) cited motivation role, while Osoro (2009) and Mulube (2009) indicated that rewarding will motivate employees in implementation of strategies. These findings support the scholars' conclusions that top leadership support has a role to play in implementation of strategic plans.

4.6 Stakeholder involvement and the implementation of urban strategic development plan

4.6.1 Public Participation

Table 4.11: Responses on Public Participation

Category	Frequency	Percent
Strongly Disagree	22	19.5
Disagree	26	23.0
Undecided	28	24.8
Agree	19	16.8
Strongly Agree	18	15.9
Total	113	100.0

Table 4.11 shows that 19(16.8%) respondents agreed with statement that there was public participation in the implementation of USDP, 18(15.9%) respondents strongly agreed with the statement and 26(23.0%) respondents were in disagreement with the statement while 28(24.8%) respondents were undecided on the statement. The other 22(19.5%) strongly disagreed on the statement of public participation in the strategic plan implementation. The

study findings showed that most of the respondents (67.3%) expressed their reservations on the approach public participation in the implementation of USDP in Kapsabet town.

4.6.2 Stakeholder Communication

Table 4.12: Responses on Stakeholder Communication

Category	Frequency	Percentage
Strongly Disagree	27	23.9
Disagree	39	34.5
Undecided	18	15.9
Agree	16	14.2
Strongly Agree	13	11.5
Total	113	100.0

From table 4.12, 16(14.2%) respondents agreed with the statement that there was stakeholder communication in the implementation of USDP, 13(11.5%) respondents strongly agreed with the statement, 39(34.5%) respondents disagreed with the statement and 27(23.9%) respondents strongly disagreed with the statement while 18(15.9%) respondents were undecided on the statement. It emerged that majority (68.4%) of respondents believed that there was no stakeholder communication in Nandi County during the implementation of USDP. Many scholars including Aosa (1992), Burnes (2004), Korten (1990), Mulube (2008) and Letting (2009) have concluded that lack of clear flow of communication was a hindering factor in implementing strategic plans. The study findings imply that the government could be having problems with their implementation occasioned by lack of multidirectional communication flow.

4.6.3 Corporate Social Responsibility

Table 4.13: Responses on Corporate Social Responsibility

Category	Frequency	Percentage
Strongly Disagree	32	28.3
Disagree	37	32.7
Undecided	14	12.4
Agree	21	18.6
Strongly Agree	9	8.0
Total	113	100.0

From table 4.13, 21(18.6%) respondents agreed with the statement that there was CSR to the community around Kapsabet town, 9(8.0%) respondents strongly agreed with statement and 37(32.7%) respondents were in disagreement with the statement. Another 14(12.4%) respondents were undecided on the statement. From the responses, it can be shown that majority (61.0%) of the respondents in Kapsabet town reported that there was no CSR initiatives during strategic development plan implementation and this had influenced negatively project ownership enhancing their successful implementation.

Findings indicate that indeed stakeholders have several roles to play on aspects that affect implementation of strategies. Cummings and Doha (2000) noted that stakeholders can wield influence on the actions of organizations looking back in the past, present and the future. Arasa (2008) and Simpson and Lyndon (1995) had also concluded that stakeholders could negatively affect implementation if their interests were against those of the organization. Other scholars who identified stakeholder role include Johnson and Scholes (1999), Pearce and Robinson (2004), Kobia (1985) and Mulube (2009). These field findings are therefore in support of the scholars' findings and hence it is right to use the findings for further inferences.

4.7 Project team composition and the implementation of urban strategic development plans

4.7.1 Project team training

Table 4.14: Responses on Project team training

Category	Frequency	Percentage
Strongly Disagree	12	10.6
Disagree	25	22.1
Undecided	19	16.8
Agree	24	21.2
Strongly Agree	33	29.2
Total	113	100.0

Table 4.14 shows that 33(29.2%) respondents strongly agreed that there was project team training before project implementation, 24(21.2%) respondents agreed with the statement. Another 12(10.6%) respondents strongly disagreed with the statement while 25(22.1%) respondents disagreed with the statement and 19(16.8%) respondents were undecided on the

statement. The findings showed that majority (61.3%) of the respondents believed that there was project team training before project implementation thus enhancing effective project implementation in the county.

4.7.2 Project team turnover

Table 4.15: Responses on Project team turnover

Category	Frequency	Percentage
Strongly Disagree	17	15.0
Disagree	21	18.6
Undecided	8	7.1
Agree	34	30.1
Strongly Agree	33	29.2
Total	113	100.0

Table 4.15 shows that 34(30.1%) respondents agreed with the statement that project team turnover was low, 33(29.2%) respondents strongly agreed with the statement, 21(18.6%) respondents disagreed with the statement and 17(15.0%) respondents strongly disagreed with the statement while 8(7.1%) respondents were undecided. It emerged from the responses that a majority of the respondents believed that there was low project team turnover in Nandi County. This implies that project team members were more satisfied with project implementation process leading to low turnover.

4.7.3 Project team innovativeness

Table 4.16: Responses on Project team innovativeness

Category	Frequency	Percent
Disagree	39	34.5
Undecided	13	11.5
Agree	36	31.9
Strongly Agree	25	22.1
Total	113	100.0

Table 4.16 shows that 36(31.9%) respondents agreed with the statement that there was innovativeness of the project team, 25(22.1%) respondents strongly agreed with the statement and 39(34.5%) respondents were in disagreement with the statement while 13(11.5%)

respondents were undecided. It seems therefore that most of the respondents (54.0%) believed that there was innovativeness of the project team. This shows that the project team have adequate skills and knowledge necessary in the implementation of USDP.

As shown in table 4.16 the findings corroborate the work of scholars like Thompson and Strickland (2007), Robinson and Pearce (2004) and Letting (2007) who emphasized the need to retain employees that will have enough experience for all stages of implementation to be effective. Other scholars including Aosa (1992), Korten (1990), Mulube (2009) and Arasa (2008) have also emphasized the need to have competent staff for implementation of strategic plans. This study found that majority of respondents are competent enough to effectively implement strategic plans.

4.8 Elements effective of strategic plan implementation

In this section, the study sought to find out the extend of implementation of strategic plans in Kapsabet town, Nandi county and if the objectives of the plans have been achieved. The study used a likert scale of 1-5 with 1 representing strongly disagree and 5 represents strongly agree. The results were tabulated as shown below.

Table 4.17: Responses on Elements effective of strategic plan implementation

Statement	N	Mean	Std. Deviation
Number of complete projects is satisfactory	113	2.8584	1.17159
There are enough M & E reports	113	2.7611	1.21210
There are clear milestones in project implementation	113	3.0177	1.29547
Resource absorption rate by projects is high	113	3.8619	1.30441
Residents have access to Improved service delivery since implementation started	113	2.4549	1.20838

From the table above, most of the respondents with a mean of 3.8619 agreed that the absorption rate of resources by projects is high. However, most with a mean of 3.0177 were

not decided on whether there were clear milestones in implementation of projects. Milestones would naturally mean that there is a significant progress I the implementation of projects. Majority of the respondents with a mean of 2.4549 disagreed with the statement that there has been improved service delivery since implementation of the urban strategic development plan started. Moreover, a significant number of respndets were concerned with the low number of projects completed with a mean of 2.8584. They said that the number of complete projects is not satisfactory. Kothari (2004) and Sekaran (2006) indicate that a positive median should be over 60% on the likert scale. A Likert scale normally presents opinionated perceptions of respondents with values ranging from 1-3, 1-5 and 1-7 depending on how varied the aspect in consideration is.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the research findings and discusses the broader implications of the findings for theory, practice, policy and further research in Kenyan urban areas. The study sought to investigate the factors influencing the effective implementation of urban strategic development plans in Kenya. Specifically, the study looked at resource allocation, top leadership support, stakeholder involvement and the project team composition in effective implementation of urban strategic development plans. This chapter summarizes the findings of the study and the statistical analysis. The presentation is organized around specific objectives and research questions to assess the results by evaluating and interpreting them. The conclusions are in tandem with the specific objectives and research questions. The recommendations refer to suggestions for further study or proposal for change. Each recommendation relates to each conclusion.

5.2: Summary of Findings

The study aimed at determining factors influencing the effective implementation of urban strategic development plans in Kenya. A response rate of 95.8% was achieved out of which 59.3% of the respondents sampled were male. The findings reflect that 55% of the sampled population had a bachelor's degree and above.

5.2.1: Influence of resource allocation on successful implementation of urban strategic development plans

From the findings, it was found out that resource allocation has a direct influence on urban strategic development plan implementation. From the responses, it emerged that majority (66.4%) of the respondents believed that resources were not allocated to projects in time thus influencing negatively the implementation of projects.

The study findings further suggested that majority (61.9%) of the respondents reported that resources for the implementation of USDP were available at county level. Additionally, emerged that majority (61.0%) cited that resources for the implementation of USDP were insufficient.

5.2.2: Influence of project team on successful implementation of urban strategic development plans

The study also sought to explain the influence of project team on successful implementation of urban strategic development plans. The findings showed that majority (61.3%) of the respondents believed that there was project team training before project implementation thus enhancing effective project implementation in the town. It also emerged from the responses that a majority of the respondents believed that there was low project team turnover in Nandi County. This implies that project team members were more satisfied with project implementation process leading to low turnover. Finally, most of the respondents (54.0%) believed that there was innovativeness of the project team. All these positive characteristics of the project team, however, did have an influence on the implementation of the strategic development plan as ascertained in the low figures regarding implementation.

5.2.3: Influence of top leadership support on effective implementation of urban strategic development plans

This study sought to determine the extent to which top leadership influences the implementation of strategic plans. The study findings showed that majority (53.1%) of the respondents believed that there was no strategic guidance from the top leadership on the implementation of USDP.Further to that, the responses showed that a majority (54.9%) of the staff believed that there was no team motivation in the implementation of USDP. Finally from the responses, it emerged that majority (54.1%) respondents believed that there was no facilitation of project team thus hindering the implementation of USDP in the town. As compared to the dismal results on implementation of strategic plans, it therefore means that top leadership of an organization has an influence on the implementation of the organization's strategic plans

5.2.4: Influence of stakeholder involvement on successful implementation of urban strategic development plans

The other objective was to establish if there was an influence stakeholder involvement on successful implementation of urban strategic development plans. The study findings showed that most of the respondents (67.3%) expressed their reservations on the approach public participation in the implementation of USDP in Kapsabet town. It also emerged that majority (68.4%) of respondents believed that there was no stakeholder communication in Nandi County during the implementation of USDP. Therefore, involvement of stakeholders, who are

majorly the beneficiaries of the various projects in the strategic development plan, is crucial for implementation of the same.

5.3 Conclusion

The first objective of this study was to determinehow resource allocation to projects influence the implementation of urban strategic development plan in Kapsabet town, Nandi County. From the findings of this study, it can be concluded that resource allocation is crucial to implementation of urban strategic development plans. Availability of resources is not the only factor in as far as resource allocation is concerned; the resources must be adequate and available on time.

The second objective was to find out theinfluence of top leadership support on the implementation of urban strategic development plan in Kapsabet, Nandi County. It emerged that top leadership should support the implementation of the strategic development plan by ensuring that it provides strategic leadership to the project team. It should also ensure that the project team is facilitated and motivated to carrying out the functions of implementing the plan.

Objective number three was to determine how project team composition influences on the implementation of urban strategic development plan in Kapsabet town, Nandi County. Form the findings, it emerged that though the composition of the project team is important in the implementation of the strategic development plan, without support from other factors this might not help much. Therefore, a project should be supported to ensure effective plan implementation.

Lastly, the fourth objective was to find out influence of stakeholder involvement on the implementation of urban strategic development plan in Kapsabet, Nandi County. It emerged that it is important to involve all the stakeholders in the implementation of the strategic development plan. This gives the stakeholders a sense of ownership of the plan and by extension the projects therein hance avoid conflicts that may derail implementation.

5.4 Recommendations

The following recommendations were made for the study.

i. Urban areas need to allocate adequate resources to the projects in the development plans. This can be achieved by proper budgeting and planning.

ii. The urban areas should assemble a team that is capable to oversee the implementation of their strategic plans to the logical conclusion. The project teams should be innovative, motivated and experienced. Maintaining staff turnover at low levels ensures that best brains and experienced staff are retained in the organization and this has a positive impact on the implementation of strategies.

iii. The study recommends that top leadership of the urban areas should provide strategic guidance to the project team. They need to come up with policies that guide implementation of the strategic plans and go the extra mile to ensure that support is given to the project team to effectively oversee the implementation.

iv. The study further recommends that community/public participation during the implementation of projects contained in the strategic development plan should be given consideration. Most of the community members are the beneficiaries of the said project, therefore it is their right to be involved in the planning and implementation process as enshrined in the constitution of Kenya

5.5. Suggestions for Further research

The study suggests further research to be done on:

i. The influence of corruption on the implementation of strategic plans in the Kenyan urban centres.

ii. The factors influencing the implementation of urban strategic development plans in other urban centres in Kenya.

iii. Other methods of data analysis could be used since in the study the researcher had a bias on descriptive statistics.

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APPENDIX I: PROJECT RESEARCH SCHEDULE.

Below is the estimated time schedules to be observed by the researcher. It is an important tool that helps the researcher to stay on Schedule.

No	Activity	Duration	Period
1	Proposal writing	2 months	Feb-June 2016
2	Data Collection	2 Months	July-August, 2016
3	Data Analysis	1 month	September 2016
4	Report writing	2 weeks	October 2016
5	Submission of Draft report		November, 2016

APPENDIX II: ESTIMATED BUDGET COST FOR CARRYING OUT THE RESEARCH

SERVICES	AMOUNT (KSHS)
Literature review and collection of secondary data.	4,000/=
Typesetting (proposal)	5,000/=
Photocopying and binding proposal	10,000/=
Typing and photocopying research instruments	10,000/=
Data collection logistics such as transport	20,000/=
Data analysis	15,000/=
Typing, editing and copies of the thesis	10,000/=
Miscellaneous expenses	20,000/=
TOTAL	**94,000**

APPENDIX III: KREJCIE AND MORGAN SAMPLE SIZE DETERMINATION

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size. S is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX IV: RESEARCH QUESTIONNAIRE

Declaration: This study is authorized by the University of Nairobi and is conducted by theresearcher as partial fulfilment for the award of Masters of Arts Degree in Project Planning and Management. The study being undertaken is on factors that influence successful implementation of urban strategic development plans in Kenya: a case of Kapsabet town, Nandi County. The data collected will be treated with utmost confidence and strictly used for academic purposes only.

SECTION A: BACKGROUND INFORMATION OF RESPONDENTS

1. What is your gender

    Male [1] Female [2   ]

2. Your age bracket

    Less than 20 years   [1]

    21 – 30 years   [2]

    31 – 40 years   [3]

    41 – 50 years   [4]

    51 years and above   [5]

3. Your education level

    Primary   [1]

    Secondary   [2]

    College   [3]

    Degree   [4]

    Masters   [5]

    Any other (specify) --

4. Your designation (Please tick appropriately)

Planning Department   [1]

Finance Department   [2]

County Administration   [3]

Professional   [4]

Stakeholder   [5]

5. Your work experience

Less than 1 year   [1]

1 – 5 years   [2]

6 – 10 years   [3]

11 – 15 years   [4]

15 – 20 years   [5]

20 years and above   [6]

A. RESOURCE ALLOCATION

1. Are resources for the projects available on time?
   Yes [1]   No [2]

2. How would you rate their availability?
   Very poor [1]   Poor [2]   Neutral [3]   Good [4]   Excellent [5]

3. Are the resources allocated to projects sufficient?
   Yes [1]   No [2]

B. TOP LEADERSHIP SUPPORT

4. Are there any challenges experienced during the project implementation?
   Yes [1]   No [2]

5. Response to problems by top managers during the project is satisfactory

   Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

6. The top management committed to the objectives of the plan?

   Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

7. Do you think the objectives of the plan have been achieved?

   Yes [1]   No [2]

8. The objectives of the strategic plan have been satisfactorily achieved

   Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

9. (a) State to what extent you agree with the following statement regarding the role of top leadership on implementation of projects in the strategic development plan.

Use the scale where 5= Strongly Agree (SA), 4= Agree (A) , 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree(SD)

	Factor	1	2	3	4	5
1	Supervising the project					
2	Sensitize the stakeholders in the county					
3	Give technical advice to the consultants					
4	Commit and support the project goals					
5	Ensure availability of project resource					

10. From the project experience do you   support this statement that there is relationship between top leadership support and successful implementation of the strategic plans?

    Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

11. Motivation of employees by the top leadership is satisfactory.

    Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

C. PROJECT TEAM

12. The project team has the requisite training.

75

Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

13. The following as the challenges faced by the project team that directly affect the implementation of the project. (Staff turnover, lack of qualified project team, team motivation)

Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

14. If so how effective are the methods used to counter the problems?

Very Effecetive [1] Effective[2] Average [3] Slightly Effective [4] Not effective [5]

15. The project team is innovative.

Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

C. STAKEHOLDER INVOLVEMENT

16. Stakeholder participation on a project is carried out frequently

Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

17. To what extent is the communication level between the top leaders and the stakeholders?

Very poor [1]   Poor [2]   Neutral [3]   Good [4]   Excellent [5]

18. What are the methods used in the project communication?(you can pick one or more than one method)

    a. Public notices   [1]
    b. Workshops   [2]
    c. Focused group discussions   [3]
    d. Telephone calls   [4]
    e. Steering committee meetings (consultative) [5]
    f. All the above   [6]

19. The communication between the project implementers and the stakeholders is effective.

Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

20. Community participation is vital to successful implementation of projects.

Strongly Disagree [1] Disagree [2] Neutral [3] Agree [4]   Strongly Agree [5]

F. SUCCESSFUL IMPLEMENTATION OF STRATEGIC PLAN

21. How can you rate the top leadership support on the implementation process?

    Very poor [1]   Poor [2]   Neutral [3] Good [4]   Very good [5]

22. What percentage of the planned projects has so far been successfully implemented?

    Less than 20%   [1]
    Between 20% and 50%   [2]
    Between 50% and 80%   [3]
    Above 80%   [4]

23. Please rank from 1 to 4 according to the most important factor that influence successful implementation of urban strategic development plans in Kapsabet town.

Table 3.4: Ranking of Factors that influence the successful implementation of Urban Strategic Development Plan

Least important   Most important

Rank Factors	1	2	3	4
Resource Allocation				
Project team composition				
Stakeholder Involvement				
Top leadership support				

24. Specify to what extent you agree with the following statement regarding the implementation of projects in the strategic development plan.

Use the scale where 5= Strongly Agree (SA), 4= Agree (A) , 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree(SD)

	Factor	1	2	3	4	5
1	The number of complete projects is satisfactory					
2	M&E reports on the projects are available					
3	The projects are completed on time					
4	The absorption rate of resources is satisfactory					
5	Service delivery has significantly improved					

25. Who else, according to you, should be actively involved in the implementation process of the urban strategic development plan?

_____

26. How has the project team influence the implementation process?

_____

_____

27. What do you propose should be improved in order to effectively implement the urban strategic development plan?

_____

_____