

**CHALLENGES OF IMPLEMENTING STRATEGIC PLAN AND
SOLUTIONS BY MANDERA COUNTY GOVERNMENT, KENYA**

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DECLARATION

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

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DEDICATION

This research is dedicated to my parents Ali Bashir Shiek and Saadia Ibrahim, I thank God for them and for bringing me up, imparting strength, confidence and setting a strong education background. Your sacrifices and love will remain forever in my heart.

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ABSTRACT

Strategic planning began in the 1950s and grew in popularity between the mid-1960s and the mid-1970s. Strategic planning was generally considered to be the panacea for all authority issues at the time. Strategic planning includes formulating the organization's vision and defining the objectives, policies, and actions required to carry it out. The expressed vision of the company contains quantifiable objectives that are both reasonable and achievable while being sufficiently difficult. Strategic planning includes goal formulation and resource allocation, and effective strategic planning requires discipline or order. The purpose of this study was to provide an answer to the following research question: What are the challenges that the Mandera County government faces in carrying out its strategic plans? The objective of the study was to establish the challenges facing the implementation of strategic plans in the County Government of Mandera. This approach was selected to enable the researchers to concentrate only on the investigation's theme topic. This study design included an in-depth examination of the difficulties encountered by the Mandera County Government in executing its strategic plan. A good structure is required to support the implementation of country strategies, and the county has established a culture of county strategy implementation to ensure that all of the county's plans are implemented appropriately at all levels of government. There is also a need for more cooperation and fewer squabbles among senior officials in the field, as deep traditional differences between two primary groups have an impact on the execution of county plans, and this is one of the roadblocks to county strategy implementation. The county government must develop technical capability for implementing county strategies, as well as train workers to increase the county's human resource capacity for doing so.

ABBREVIATION

CEC's: County Executive Committee

SWOT: Strength, Weakness, Opportunity and Threats

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning began in the 1950s and grew in popularity between the mid-1960s and the mid-1970s. Strategic planning was generally considered to be the panacea for all authority issues at the time. According to Kinyoe (2012), strategic planning is a cycle that focuses on critical and functional goals, destinations, and systems that are dependent on authoritative plans, initiatives, and exercises aimed at achieving the establishment's aims and desired results. Strategic planning, as indicated by Nyangweso (2009) should be an activity situated sort of preparation that is just valuable in case it is combined with execution, which is habitually where the interaction falls flat. Key arranging, as indicated by the World Bank (2011), is the interaction by which an association's chiefs figure out what it needs to be later on and how it will arrive. Strategic planning, as per Omollo (2007) is a purposeful and formal interaction that investigates the current circumstance and sets focuses with asset responsibilities pointed toward accomplishing authoritative upper hand. According to Wikipedia, key arranging is "a concentrated effort to establish fundamental choices and activities that shape the character and scope of an association's (or other substance's) operations within legal limitations."

Key arranging is additionally characterized as an authoritative administration action

used to build up needs, merge energy and assets, reinforce functional capacity, guarantee partners and representatives are running after shared objectives, and survey and adjust the association's course because of changing natural conditions (Mukhongo, 2013). A business strategy is an organization's plan for achieving an edge in one or more of its business segments. It is predicated on the premise that an organization's leaders understand how to win in a market, and it entails determining which markets are truly engaging and determining how an association can provide unmistakable value to clients in those business sectors in ways that rivals find difficult to duplicate. Subsequently, essential administration is an interaction that beginnings with mindfulness and advances to situating an organization for achievement in a serious business climate (Gworo, 2012). Strategic planning is also the systematic identification of future opportunities and threats, which, when combined with other relevant data, provides a foundation for an institution to make better decisions to capitalize on opportunities and avoid threats. Planning entails imagining a desired future and figuring out how to make it a reality (Koskei, 2003). Strategic planning is a process that begins with the determination of organizational objectives, continues with the development of strategies and policies to achieve those objectives, and concludes with the creation of complete plans to ensure that strategies are implemented successfully. It is the process of determining in advance what kind of planning effort will be made, when it will be conducted, how it will be accomplished, who will do it, and what will be accomplished with the results. Strategic planning is methodical in that it is planned and carried out according to a predetermined pattern.

Strategic planning, according to Steiner, is a mindset and a practice concerned with the long-term implications of present choices. Formal strategic planning establishes a link between short-, medium-, and long-term goals. Strategic planning makes no effort to predict future events or to make future choices. It is unnecessary to substitute big, comprehensive plans for management intuition and judgment. In an organization, strategy can be applied at three levels: the corporate level, which considers the organization's overall direction, the business level, which considers how the organization or its strategic business units (SBUs) approach specific markets, and the functional level, which considers specific strategies for various departments (Amollo, 2012). Strategic planning evolved from large-scale military operations and is described as an organization's fit with its environment. Effective plan execution is essential for every business, public or commercial. Even the greatest plan may fail if it is not implemented; implementing strategy is a far more complicated and challenging job.

The following theories will be used in the research. The importance of the resource-based theory, which focuses on a firm's possession and use of resources and competency as a competitive advantage, is that it aids in the implementation of a strategic plan. According to Opano (2013), the resource-based view theory sees strategic planning as a substance focused on current decision options based on available data, taken in light of their potential effects and consequences over time. Leaders must learn from stakeholder theory how to set goals worthy of commitment in order to create a shared vision for the organization's strategic plan.

Another theory that will be important in the study is the dynamic theory. In strategic planning, there is a need to focus on what causes superior performance when attempting to implement a strategic plan. Its success implies that the organization must comprehend the primary goal of a strategic plan in order to achieve better results (Ma'arif et al., 2018). According to Kibachia et al., (2014), without the involvement of people throughout the organization, strategic plan implementation may not come to life; it is also important for managers of institutions to create plans that look ahead.

1.1.1 Concept of Strategy

Procedure detailing encompasses the development of a vision and mission, recognizing an organization's external favourable circumstances and threats, determining internal strengths and weaknesses, establishing long-term objectives for the organization, developing elective or competing systems, and selecting methodologies to pursue by the organization (Sommanustweechai et al., 2018).

To ascertain its current state, a company will conduct an internal and external assessment. The objective is to assist the company in identifying its strengths and weaknesses, as well as opportunities and threats (SWOT Analysis). This research will help managers in deciding whether to pursue or abandon a strategy or market, how to use the company's resources efficiently, and whether to undertake actions such as joint venture expansion. Business strategies have a long-term impact on organizational performance, and senior management executives are often tasked with providing the resources necessary to execute the strategy. In a competitive business environment,

the formulation scope includes determining what and where to invest, which businesses to exit entirely, how to allocate resources in terms of type and quantity, whether to expand or diversify operations, whether to enter or exit international markets, whether to merge or form joint ventures, and how to avoid being hostilely acquired by other organizations (Mosadeghrad et al., 2020).

1.1.2 Strategic Planning

Strategic planning includes formulating the organization's vision and defining the objectives, policies, and actions required to carry it out. The expressed vision of the company contains quantifiable objectives that are both reasonable and achievable while being sufficiently difficult. Strategic planning includes goal formulation and resource allocation, and effective strategic planning requires discipline or order. Strategic planning is defined as a management activity used to establish priorities, focus energy and resources, strengthen operational capability, ensure stakeholders and employees collaborate on common goals, and assess and align the organization's direction in a changing environment (Brinkschröder, 2014).

Strategic planning is the ability to develop specific business plans, implement them, and evaluate the results in relation to the organization's larger long-term goals or ambitions. Strategic planning requires considerable thought and preparation on the part of top management of an organization. Strategic planning allows a company to plan forward, address long-term issues, and initiate change rather than react to a situation (Kumar & Narayan, 2014).

1.1.3 Strategy implementation practices

Mwaura et al., (2015) report that 60% of associations don't interface procedure to planning, 75% don't associate representative impetuses to technique, 86% of entrepreneurs and directors go through not exactly an hour out of every month talking about system, and 95% of the ordinary labor force doesn't comprehend the association's methodology. Among the obstructions they found for plan execution incorporate political intercession, asset limits, and some of the time wild worldwide financial conditions. Moreover, it was expressed that 66% of corporate methodologies are never carried out, 70%90% of associations neglect to make progress with their systems, and just 63% of monetary targets imagined by corporate techniques are met, showing that procedures much of the time bomb because of ineffectual execution. According to Karuri et al., (2014) associations can make supported key progress just through constant advancement and versatility, and organizations that are excessively detached from their current circumstance to successfully seek after a specific system may at first succeed however ultimately flop because of their powerlessness to adjust to natural changes. The expense of fruitless executions is critical, as it brings about decreased staff spirit, less trust in top administration, and a more unbendable association as a result of expanding representative pessimism, which is regularly more awful than distrust.

1.1.4 Strategy Evaluation

Without a good or effective strategy assessment, it is difficult to develop and adapt strategy to changing conditions. An essential stage in leading an organization through the strategy implementation process is strategy assessment. As a consequence, strategy assessment should attempt to go beyond the apparent facts about a company's position in order to examine more basic causes and trends that affect corporate performance. Consistency, consonance, competitive advantage, and feasibility are some of the factors used to assess company strategy.

1.1.5 Devolution in Kenya

Kenya's constitution (2010) created a decentralized structure of three branches of government: the legislative, executive, and judiciary, which are delegated to the country's 47 political and administrative counties. Kenya's new decentralized government systems have resulted in gradual democratization and political space expansion, especially for previously disadvantaged communities/countries. The bulk of essential services have been delegated to county governments via the four schedules of the constitution.

Following the passing of the 2010 Act, two government tiers were formed. A county with its executive, headed by the governor, and a national government, led by the president. According to Njoroge (2018) the 47-county government domain is clearly defined in the county government legislation of 2012, which establishes an intricate framework to guarantee the implementation and success of devolution. He also

mentions the county executive and the legislature (county assembly), as well as the county public service board and the county assembly services board. The creation of these autonomous divisions of government has brought together services and self-governance.

1.1.6 Mandera County Government

Mandera is a county in Kenya's north-eastern region. With an estimated area of 25,939km, the county is home to over 800,000 people. Pastoralism is the Mandera people's main economic activity, with cross-border trade and limited agriculture along the Dawa River. Mandera is governed by a governor who is popularly elected by the people, a county assembly of 48 members, and a cabinet comprised of the CEC under the devolved system of government. According to the electoral and boundaries commission, the county has six constituencies and thirty electoral wards. Insecurity, clan rivalry, poverty, lower literacy levels, unemployment, poor planning, and inadequate housing zoning are among the strategic management challenges confronting Mandera.

1.2 Research Problem

While the majority of companies have strategic objectives, research show that the majority of them fail during the execution stage. According to Kinyoe (2012) strategy implementation is the most difficult and time-consuming aspect of strategy management. According to Amuti (2017), 60% of organizations do not connect strategy to budgeting, 75% do not connect employee incentives to strategy, 86% of business owners and managers spend less than an hour per month discussing strategy, and 95%

of the typical workforce does not understand the organization's strategy. They discovered a number of impediments to plan implementation, including political interference, resource constraints, and sometimes uncontrolled global economic circumstances. According to Blum and Knudson (2016) 66% of corporate strategies are never implemented, 70%–90% of organizations fail to achieve the success of their strategies' implementation, only 63% of financial objectives envisioned by companies' strategies are met, and strategies frequently fail due to ineffective execution. According to Kibachia et al., (2014) according to an Economist research, 57% of businesses fail to execute strategic goals. Similarly, according to the 2006 White Paper on Plan Implementation in Chinese Corporations, 83% of firms surveyed reported having difficulty executing their strategy, while 17% reported having a consistent strategy implementation process. As a result, we may deduce that plan implementation is a big issue for the overwhelming majority of businesses.

Mandera county government was established by Kenya's 2010 constitution, which established a two-tier devolved system of government. As a result of devolution, county government was created, and the Mandera county government was born in 2013 as part of the three counties that were previously part of the North Eastern province. Since independence, successive Kenyan governments have marginalized and ignored Mandera, and it was hoped that devolution would solve this problem. Mandera County has two five-year strategic plans in place. These are the Mandera County integrated development plan, first edition (2013-2017) and the Mandera County integrated

development plan, second edition (2017-2022). Despite these well-articulated plans, Mandera county continues to fail in providing basic services to its population, demonstrating that while plans exist, implementation lags behind.

Several studies have been conducted on the challenges that organizations face when implementing strategic plans. Lang'at and Nyaoga (2021) performed a research on the difficulties faced by secondary schools in Mandera County in executing strategic plans and found that the primary obstacle was a lack of resources, especially financial resources. Gworo (2012) examined the challenges of implementing a strategic plan in Nairobi City County and concluded that the challenges included revenue leakage, insufficient funds to invest in modern technology, a large number of employees who were aging and lacked skills, high redundancy, insufficient supervision, and a failure to involve. Opano (2013) conducted a study on the challenges of strategy implementation in Kenyan public corporations and concluded that among the challenges faced by Kenyan public corporations when implementing strategic plans were a lack of funds, a lack of top management commitment, and a lack of skills among the staff. All of these studies focused on strategy implementation in other sectors rather than Mandera County, resulting in a knowledge gap that this research seeks to fill. The purpose of this study was to provide an answer to the following research question: What are the challenges that the Mandera County government faces in carrying out its strategic plans?

1.3 Objective of the study

The objective of the study was to establish the challenges facing the implementation of

strategic plans in the County Government of Mandera.

1.4 Value of Study

The research aims to identify the challenges that county governments face when implementing a strategic plan. The study was case study of the Mandera county government. This research aims to provide insight into the challenges that are encountered when strategic plans are implemented. The research will concentrate on the factors that influence strategic plan implementation, such as government structure, culture, leadership, and resources. County government must ensure that what the strategic plan entails and the institution's capacity to effectively implement it are in sync. The research did go into greater detail about the relationship between these factors and the strategic plan's implementation. The findings of the study will be used by county governments and other policymakers to address the challenges that county governments face when implementing strategic plans. Governments also can use the study to develop policies that will improve county government capacity in implementing strategic plans. As a result, the research added to the existing body of knowledge in strategic management. The study also added to existing knowledge and thus was of interest to both researchers and academicians who wish to explore and carry out further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review. It involves theoretical basis, strategy implementation, the challenges facing implementation of strategic plans and ways to

mitigate these challenges. Further, it depicts divergent and collaborating studies in relation as a basis of the research objective.

2.2 Theoretical Foundation

This section discusses the theories that are guiding this study, the Dynamic Capability Theory, the Resource-Based View Theory, and the Stakeholders Theory. The theories have been discussed in relation to the various research works of the supporters and detractors. This discussion has taken place in light of the difficulties that will be encountered in implementing the strategic plans, as described in the following sections.

2.2.1 Dynamic Capability Theory

Prahalad and Garry's (1991) "Multinational strategy research leading to organizational core competence" inspired this concept. According to this theory, an organization's ability to purposefully adapt its resource base is highly valued. Other authors define dynamic capabilities as the ability to incorporate, deploy, and reconfigure internal and external competencies in order to deal with highly volatile environments (Danneels, 2011). The concept of dynamic capabilities arose as a result of a significant limitation of an organization's resource-based perspective (RBV). RBV detractors argue that it ignores the factors that surround organizational resources and simply assumes they exist.

Dynamic capabilities theory attempts to bridge these gaps through the use of a process-based approach that considers firms' resources as well as the changing business

environment. Dynamic resources, as opposed to mechanistic resources, are quickly adopted by an organic structure, increasing a firm's competitive advantage and, as a result, exceeding stakeholder expectations. The Resource Based View focuses on resource selection, whereas dynamic capabilities focus on resource review and enhancement. Dynamic capabilities, according to Chowdhury and Quaddus, (2017) are valuable to organizations whose long-term goal is to survive and thrive in ever-changing and volatile business environments. While strategic plans may fail to achieve the intended position of continuous competitive advantage, they may eventually become the firm's competitiveness. This is particularly true in volatile settings if they assist it in progressing, incorporating, and eventually releasing more resources. This theory seeks to highlight the critical nature of changing short-term competitive situations in order to establish long-term competitive advantages. This hypothesis has come under fire for a variety of reasons, including a lack of theoretical basis, logical problems, and explanatory inconsistency (Chien & Tsai, 2012).

2.2.2 Resource-Based View Theory

The Resource-Based Theory (RBVT) emerged as a consequence of the work. It is focused with the strategic identification and exploitation of resources by a business in order to create a sustainable competitive advantage. The organization, according to RBT, is a collection of resources and competencies. These assets include tangible assets such as physical, financial, human, and intangible assets. Numerous scholars have updated this idea throughout time. Lippman and Rumelt (1982), Rumelt (1984),

and Makadok (1984) are among these researchers (1985). (2001). Lippman and Rumelt (1982) and Rumelt (1984) extended the idea to incorporate the possibility of dubious imitation (modified the theory by isolating mechanisms). Jabbar and Hussein (2017) developed resource-based thinking in terms of distinct firm-specific resources. The theory's strength, which makes it applicable to this research, is its conviction that organizational resources and capabilities are key factors in strategy development, serving as the main constants upon which a company may build its identity and define its change strategy (Grant, 2001). This hypothesis has been challenged for its self-varying nature (Alabdullah et al., 2018).

The resource-based theory is also criticized because resources can be configured in a variety of ways without resulting in a competitive advantage. The Resource Based Theory has also been chastised for its lack of prescriptive implications. The strength of the Resource Based theory, which makes it applicable to this study, is its emphasis on firm resources as determinants of effective strategic plan implementation.

2.2.3 Stakeholders Theory

Freeman introduced the Stakeholder Theory in his book "Strategic Management: A Stakeholder Approach," which he built upon in his subsequent work "Strategic Management: A Stakeholder Approach." According to the idea, a stakeholder is defined as any person or group of people who has an interest in the firm's goals. Alliances between suppliers, workers, and business partners should be formed with organizational leaders.

Scholars believe that the theory is important, and that the organization should be held accountable both externally and internally because the business entity's activities have an impact on the external environment. This theory has been criticized for assuming a single-valued goal, where gains accrue to a firm's constituencies. Other than the benefits received by stakeholders, according to Freeman and Dmytriyev (2017) there are other ways to assess a firm's performance. These indicators include the flow of information from senior management to subordinate staff, the organization's working environment, and interpersonal relations within the organization (Wros et al., 2021).

Stakeholder theory is relevant to this study because it aims to ensure that the diverse needs of all stakeholders are well represented. This is accomplished through the development of a network of relationships with the firm's stakeholders, which include suppliers, employees, and customers. This is one of the company's corporate goals. County government leaders in this study hope to successfully implement strategic plans. They should involve the general public, who are the end users of these services, in order to achieve this goal (Kozlenkova et al., 2014).

2.3 Strategic Planning Management Practices

Significant progress has been made in the field of strategic management over the last two decades, particularly in its application in organizational management. According to Adan Abass Tawane and Mugalavai (2018), the foundation of strategic management is best rooted in application, such as business policy. The current field of strategic management has a solid theoretical foundation that is supported by diverse empirical

research. This progress has resulted in a dramatic shift in the approach to strategic management, allowing it to be applied even at the lowest levels of management and/or in organizations that would not have benefited from strategic planning and management in their early years. On the basis of these findings, one can conclude that strategic management is more comprehensive than strategic planning. Several authors have raised the issue of strategy implementation, with some claiming that it is a complex business challenge that managers must overcome. According to Ibrahim (2019), having a strategy will not yield results unless it is put into action.

They proposed a cycle for the implementation of strategic plans. The cycle is divided into four stages: a careful assessment of the current situation and an examination of what the future holds, the development of alternatives, the formulation of a strong strategy plan, and the implementation stage. Salat and James (2019) contended that it depended on one's strategy perspective. Keeping other factors constant, the ability of an organization's managers to implement strategy determines its competitive advantage.

2.4 Challenges to Strategic Plan Implementation

According to Guliye (2016) 60% of organizations do not link strategy to budgeting, 75% do not link employee incentives to strategy, 86 percent of business owners and managers spend less than an hour per month discussing strategy, and 95% of the typical workforce does not understand the organization's strategy. Political influence, resource limitations, and often uncontrollable global economic circumstances are

among the implementation challenges they discovered.

According to James, (2020) strategic plans are too fragmented. The difficulty in implementing a strategic plan is that some managers see it as a performance measurement, while others see it as a management exercise in which strategy is translated into key performance indicators. As a result, managers implement only one item, resulting in a fragmented execution of the strategic plan.

Managers articulate strategy but fail to put it into action. Implementation entails coordinating various activities in order to generate buy-in across the organization. Managers frequently fail to take the time to create that context, resulting in poor strategic planning and execution. It is not enough to simply have a strategic plan; the ultimate goal should be to put it into action. This necessitates understanding of the goal, plan, and how well it should be implemented in order to achieve effective results at both the top and lower levels of management (Ibrahim & Orodho, 2014).

Strategic plan implementation necessitates leadership. Delegating some aspects of strategic planning to functional managers is critical for fostering synergy, which will be essential in implementing the strategic plan. As a result of a variety of external and internal organizational factors, strategy implementation may or may not succeed. In Mander, the challenges of implementing a strategic plan stem from insecurity, understaffing, insecurity, environmental hardship, and inaccessibility (Cannon & Ali, 2018).

2.4.1 Organization Structure and Strategic Plan Implementation

An organizational structure defines how activities such as work distribution, coordination, and supervision are oriented toward the achievement of organizational objectives. An organization's structure affects its activities and serves as the basis for standard operating procedures and routines. According to Dube and Orodho (2014), the organizational structure constituted an obstacle to strategy execution in South Carolina. Organizational strategy was found to be helpful in aligning strategic plans with established objectives; nevertheless, this was not a simple job. A mechanical framework was found to restrict workers from engaging in the execution of the strategic plan, which impeded effective strategy implementation.

In an Oxford comparative study, Benzer et al., (2017) found that a mechanistic structure promotes authoritarian leadership by denying workers the right to offer ideas and information to management. This stymies strategic plan execution because certain workers feel excluded from key organizational choices and therefore reject them. According to Benzer et al., (2017), a mechanistic structure impedes fast decision making and the seamless functioning of the organization. This is due to the fact that it only allows for one-way communication, limiting workers' capacity to give feedback.

2.4.2 Organizational Culture and Strategic Plan Implementation

A business's culture sets the appropriate way to do business inside the organization. This culture is built on common ideas and values that leaders create, convey, and reinforce in a number of ways, eventually influencing employee perceptions, behaviours,

and understanding. Organizational culture is a significant impediment to the strategic strategy's successful implementation. According to Schein (2010) at least 60% of companies failed to execute a strategic plan because there was no supporting culture to direct workers' behaviour and activity in order to influence their support of the present strategy and allow its execution. According to Schein (2010), managers are significantly engaged in the formulation of strategic plans; it is their job and obligation to align the organizational culture with the strategy in place.

Sigalas and Economou (2013) demonstrate in their research that companies struggle to execute strategic plans because management fails to connect their culture with their strategic plans. They are emphatic that corporate culture should support strategic plan execution. According to Wamalwa, organizations fail to implement strategic plans because their leaders fail to foster an innovative culture that enables them to engage and show interest in their employees by expressing support and providing feedback, as well as collaborating with them rather than controlling them. This is consistent with Muriira, (2018) contention that culture has a significant role in positively contributing to the effective implementation of a plan. An unsupportive culture inhibits contact and communication, which discourages exploratory and learning behaviour and has a negative effect on the success of strategy implementation.

2.4.3 Leadership and Strategic Plan Implementation

Leadership has an effect on how a strategic strategy is implemented. According to Muthoni (2018) a study of Slovenian service firms discovered that the primary

impediment to strategic plan implementation was a lack of management skills and employees' reluctance to share knowledge and information with top management, both of which harmed strategic plan implementation. This is consistent with Jabbar and Hussein (2017) conclusion that businesses failed to execute strategy plans as a result of ineffective leadership, which was associated with a lack of commitment to turning strategic goals into practical actions with successful results. They lacked the vision and direction required to properly organize and coordinate their employees' efforts to contribute to the strategic strategy's implementation.

This is supported by Fuertes et al., (2020) who stated that strategic leaders' lack of direction and vision was a significant setback in achieving victory in strategic plan implementation. Esfahani et al., (2018) investigated the factors influencing performance and discovered that effective leadership was a critical contributor to the successful implementation of a strategy. Lyon et al. (2018) argued that top executives, led by the CEO, must demonstrate commitment by setting examples and serving as role models. The top executives should have an agenda that drives them to implement a strategic plan aimed at meeting the current needs of the end-users.

2.4.4 Communication and Strategic Plan Implementation

Communication may be a challenge while implementing a strategic plan. The government communicates in a one-way manner, disregarding employee feedback. This prevents workers from expressing their opinions and participating in all stages of the management process, resulting in a negative impact on the implementation of strategic

objectives. This is consistent with Munyao, (2019) examination of the challenges faced by the Columbia public sector in executing strategic plans. According to the findings, strategic leaders used a bottom-up management style throughout the implementation phase. Additionally, it was found that team members were directly engaged in every step of the management process. Managers may utilize the bottom-up approach to plan in order to communicate their goals and values. Mutale et al., (2017) discovered that a top-down communication approach inhibited team members from being more creative since they were not given the opportunity to express their views.

All instructions came from senior management in this method, and the project managers' objectives were explicitly conveyed to all workers. According to Jabbar and Hussein (2017) having open and flexible communication routes is essential. He argued that organizations create a good attitude and a feeling of belonging to them by properly reflecting their needs.

2.4.5 Resources and Strategic Plan Implementation

The execution of a strategic plan may be hindered by a lack of or inadequate resources. There are many resources that are considered as significant contributors to the execution of strategic plans. This study will concentrate on human capital resources and financial allocation. According to a research performed by Buuni et al., (2015) human capital is an important resource of the company. Employees who have received enough training are more productive, and their input is essential to the effective execution of a plan.

Sial et al., (2013) emphasize the significance of developing one's skills and knowledge in order to contribute successfully to plan execution. Sial et al., (2013) found in their research that a lack of sufficient financial allocation was a significant barrier to effective plan execution. The implementation procedure is costly since it requires a significant amount of resources to support all of the implementation operations as well as pay the implementation team. According to Uzarski and Broome (2019), failure to plan and deploy financial and organizational resources (physical and intangible) remains a significant obstacle that hinders companies from effectively executing strategic goals.

2.5 Empirical Literature Review

To address strategy implementation challenges, the public sector should adopt a flexible organizational structure that facilitates strategy implementation while meeting citizens' current needs. The structure of the public sector, according to Abdikadir (2015) should allow for employee flexibility in order for them to multitask. This improves employee reporting relationships and increases strategic plan implementation efficiency.

Mutale et al., (2017) define organizational culture as "the norms and values that are promoted inside the organization." The public sector should foster a culture that encourages collaboration among workers in pursuit of shared objectives. The cultural context shapes how workers interact, which in turn affects the organization's performance. A supportive culture is necessary to unify and motivate workers to strive

toward strategic plan execution. To solve the leadership issue of implementing strategic plans, the public sector could consider adopting a democratic style of leadership that includes all stakeholders in crucial decision-making. Employees will be more motivated if they have a feeling of belonging. This will decrease opposition and enhance collaboration, resulting in the strategy's effective execution. According to Mutale et al., (2017) two-way communication is the most suitable mode of communication in the public sector. It serves as a tool for upper-level executives to provide input. Leaders must preserve and maintain corporate governance standards that provide open lines of communication for increased decision-making efficiency and mutual agreement. Lyon et al., (2018) highlighted the significance of two-way communication by leaders as a critical instrument for effective strategic plan execution in a research performed by the Hay Group, a worldwide management consulting firm. Budgetary allocations by the public sector should be sufficient to enable the execution of strategic objectives. The public sector, according to Jones et al., (2018) should provide sufficient financial allocations to support strategic plan implementation efforts.

Human capital is a critical resource for a company, according to Chien and Tsai (2012) since it is the main source of input. Employees contribute significantly to the organization's output; engaging employees in training and development programs helps them maintain and improve their knowledge and abilities. The government should invest in ongoing training and development programs for its workers to enhance their capabilities in implementing strategic plans; this would boost their efficiency and

decrease supervision expenses.

2.6 Knowledge Gaps

It is important to understand both the limitations and possibilities associated with strategic planning. A strategic plan is neither a wish list, a performance assessment, or a marketing tool. A strategic plan may offer an essential blueprint for development and revival if the board and staff are dedicated to its execution, enabling an organization to evaluate where it is, decide where it wants to go, and map a path to get there. Previous study did not look at the main difficulties connected with the connection between strategic planning and execution. Wambui (2006) focused on management involvement in strategic plan execution. Organizational structure, organizational culture, and communication were not examined, leaving a vacuum that must be addressed.

Wambugu (2014) investigated the factors that influence strategic plan implementation in Kenyan insurance companies. Only four hypothesized variables were examined in the study: managerial competence, resource strength, company culture, and innovation. The study's results, on the other hand, showed that top management commitment, resource planning, and communication emerged as substantially affecting the effectiveness of Strategic Plan Implementation among Kenyan insurance companies, leaving a vacuum in county governments.

Keraro (2014) examined the role of good governance and the enhancement of effective service delivery in accelerating economic development in Kenyan counties. The study sought to ascertain the effect of sound governance frameworks on service delivery for

Kenyan counties' social and economic development. According to the study, county governments should use lean management structures to provide effective and efficient administration of county institutions while also incorporating strategic management methods to ensure long-term economic growth and service delivery. Additionally, the research advises that County Governments in Kenya focus on identifying critical governance structure orientations that align with their various strategies for maximizing the use and benefit of their specific local opportunities and resources. Finally, the paper argued that County Governments should adopt governance structures with reduced internal bureaucracy, a balance of centralization and decentralization, and a shift away from rigid orientations toward more flexible governance structural systems that foster accountability in their pursuit of social and economic development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the technique for doing the research that will be utilized to achieve the study's objective. The research methodology refers to the processes to be followed throughout data collecting, analysis, and presenting of results. It was split into four sections: design of the study, data collecting and instrumentation, data collection methods, and data analysis.

3.2 Research Design

According to Thomas (2011) a case study is an examination of events, individuals, choices, eras, institutions, or other systems through the lens of one or more methodologies. Kothari (2017) prefers a case study research methodology because it offers highly concentrated and useful insights into processes that are otherwise only vaguely recognized or understood. This approach was selected to enable the researchers to concentrate only on the investigation's theme topic. This study design included an in-depth examination of the difficulties encountered by the Mandera County Government in executing its strategic plan. Mugasia (2012) for example, utilized case studies effectively in his research; he performed a case study on implementation difficulties. Of the Mandera County Government's income collecting techniques. Mandera County is considered suitable because of its distinct population, demographic

diversity, and closeness to the researcher.

3.3 Data Collection.

This study relied both primary and secondary data sources. Interview guides with open-ended questions was used to collect primary data. The interview guides will be divided into sections. The first section concentrated on the respondents' demographic information. The second section included questions about strategic plan implementation, the third section included challenges about strategic plan implementation at the Mandera County Government, and the fourth section included questions about possible mitigation measures for the challenges encountered during strategic plan implementation. The interviewees were seven top managerial employees from various sectors who had a better understanding of the challenges facing strategic plan implementation at Mandera County Government. There were three Chief Officers, and four Directors among them. Secondary qualitative data was sourced from the Mandera County Government's documented strategies via a review of relevant documents, including the County's strategic plan and other pertinent documents.

3.4 Data Analysis

The data gathered was analysed using content analysis, which was used to extract key themes, arguments, and concepts from qualitative data gathered from ten respondents

at the Mandera County Government. Thematic summary analysis used to analyse open-ended questions, which then be presented in explanations and discussions. This type of analysis is obtained through prior knowledge of theory. Mugasia (2012) and Kariuki (2014) used content analysis successfully in their research studies. Rather than the statistical significance of the occurrence of specific concepts, the content analysis method of analysis focuses on distinct themes that illustrate a broad range of meanings of a phenomenon. It allows interviewees to express themselves freely while allowing the researcher to control the interview guide questions. According to Thomas, (2011), content analysis was useful in providing details about the topic of discussion.

CHAPTER FOUR:

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This section sums up the review's discoveries and remarks dependent on information obtained from interviews utilizing recurrence tables and rates, with clear translations of each finding on the issues of executing region government plans with an emphasis on Manderu County.

4.2 Content Categories developed from the Study

Table 4.1: Content categories development

CODE	CONTENT CATEGORY	CONTENT UNIT
1	Organization Structure	Supportiveness of the county strategy implementation by the organizational structure Physical organizational structure supports strategy implementation, notwithstanding

		challenges in implementing county strategies.
2	Organizational Culture	Employee involvement in strategy creation, the effects of employee development, and the impact of employee development on strategy implementation
3	County Leadership	Employees should be trained in the appropriate skills, sufficient finances should be allocated, and technical assistance should be provided. Putting the proper systems in place
4	Communication	
5	Resources	The availability of resources, such as physical, technological, financial, and human resources, to support the implementation of the strategy, as well as budgetary allocations Efforts to implement county strategies have been hampered by a lack of resources.

To decide the issues in the execution of area government techniques concerning Mandera County Government, the review checked out various substance classifications and content units that influence the review.

Coefficient of reliability

Number of Units in the same category

Total number of units coded

4.3. Content Analysis per Category

4.3.1 General Information

The three chief officers and four directors were among the county government's senior officers who responded to the survey. The study may deduce from the analysis that all of the respondents were males, with one female among those covered by the study. The study's findings demonstrate that men dominate the organization's top management, which is responsible for the development and implementation of county initiatives. Three management staff members had a master's degree, while another had a degree in a different profession, according to the research. Even though the majority of the degrees were in business, two of them were in leadership, the participants were capable of designing and implementing county strategies.

4.3.2 Organizational Structure

Successful designs are needed for the execution of area government methodologies, as indicated by the respondents. Agreeing Loonam et al., (2018),, successful construction is basic in the execution of hierarchical methodologies in region government. To empower the accomplishment of authoritative general and explicit objectives, the hierarchical design incorporates and facilitates the exercises of all representatives inside the firm (Tajeddini et al., 2017).

Table 4.2: Organizational Structure

Response	Organizational Structure	Agree	Don't	Total
			Agree	
1	Organizational structure supports the county strategy implementation,	5	2	7
2	Budgetary provision for the implementation of county initiatives is enough.	1	6	7
3	The county's human resources have the necessary capabilities.	6	1	7
4	Is the physical organizational structure in place to enable the implementation of the strategy?	7	0	7
N= 4				

As per the review's findings a considerable lot of the members concurred that hierarchical design helps with the execution of province procedures, thus a respectable construction is needed to support the execution of district methodologies. Trouble and progressing quarrels among senior officials brought about by profound conventional and culture contrasts between two enormous networks affect the execution of area methodologies, and this is one of the impediments. While the district government had methodologies set up to execute the area techniques, most of the respondents accepted that the current actual hierarchical construction upheld system execution, with many accepting that the region government ought to work on their design in the execution of the region procedures.

4.3.3 Organizational Culture

Ul Musawir et al., (2017) states that organizational culture sets the appropriate way to do business inside the organization. This culture is built on common ideas and values that leaders create, convey, and reinforce in a number of ways, eventually influencing employee perceptions, behaviours, and understanding. Organizational culture is a significant impediment to the strategic strategy's successful implementation.

Table 4.3: Organizational Culture

Response	Organizational Structure	Agree	Don't	Total
Coding			Agree	

1	Norms and beliefs of the county government officials are conducive to Implementation of Strategic Plans?	5	2	7
2	Ineffective communication of strategy by the county officials affects Implementation of Strategic Plans by the County Government .	1	6	7
3	The county government's structure should be improved in order to better implement the county's strategies.	6	1	7
4	The county has built a culture of strategy implementation.	7	0	7
	N= 4			

The results indicate that the majority of those who took part in the survey agreed that the county has established a culture of county strategy implementation to ensure that all of the county's adopted strategies are adequately implemented at all levels of government. a Loonam et al., (2018) advises that an effective organization culture ensures a well collaborated flow of command and information. According to Schein (2010) at least 60% of companies failed to execute a strategic plan because there was no supporting culture to direct workers' behaviour and activity in order to influence their support of the present strategy and allow its execution. According to Schein (2010),

managers are significantly engaged in the formulation of strategic plans; it is their job and obligation to align the organizational culture with the strategy in place.

4.3.4 Organizational Leadership

Employee participation in the development of county plans has an impact on their implementation, according to the study's findings.

Table 4.4: Organizational leadership

Code	Involvement in the development of the county strategies	Agree	Don't Agree	Total
1	The county's leadership is actively involved in the development of strategies.	5	2	7
2	In the implementation of the county strategies, the leadership has been correctly assigned tasks.	3	4	7
3	The county's leadership has a role to play in implementing the county's strategies.	2	5	7
4	Effective training is required to equip county	7	0	7

officials with the necessary skills to carry out county strategies.

5 When it comes to putting plan into action, there has 3 4 7
been some opposition from the top.

N=5

The review planned to check whether authoritative administration was reasonably associated with the drafting of area procedures since they are a basic part in the execution of district government tasks. As indicated by the discoveries, representatives are incapably associated with the improvement of province techniques, which affects the execution of area government systems. Numerous respondents accept that pioneers are befuddled of what they ought to do since they are not adequately given jobs in the execution of district procedures. Pioneers don't assume a huge part in the execution of province systems, as indicated by the review's discoveries, which affects the general execution of area plans. The execution of projects at the area level might require explicit abilities. The review's discoveries propose that great preparing is basic for outfitting staff and chiefs with the important abilities for executing province targets, just as that worker protection from plan execution has existed. Organizations neglected to execute procedure plans because of helpless administration, according to Jabbar and Hussein (2017), which was linked to a lack of commitment to turning strategic aims into actual activities with successful outcomes. They lacked the vision and direction

needed to properly plan and coordinate their employees' activities to contribute to the implementation of the strategic strategy.

4.3.5 Resources and Capacity

Table 4. 5: Resources and Capacity

Code	Availability of the resources affect the implementation of county strategies	Agree	Don't Agree	Total
1	Do the accessible assets, for example physical, mechanical, monetary and human help Procedure execution?	5	2	7
2	There is sufficient specialized help o for the execution of the district systems	2	4	7
3	There is legitimate monetary designation for the execution of the region methodologies	6	1	7
4	There is legitimate monetary designation for the execution of the region methodologies	5	2	7
5	Absence of enough assets has impacted the execution of area systems.	7	0	7
N=5				

The results of the review show that asset accessibility affects the execution of province

systems, and that when these assets are not open, the area plans can't be executed (Latan et al., 2018). The review found that there is inadequate specialized help for the execution of district procedures, and that the province's specialized ability is now and again deficient to fulfill the specialized need needed for region system execution. The investigation discovered that there is lacking cash for the execution of province methodologies, and therefore, most area government goals on the execution of set up plans are ineffective. According to Tajeddini et al., (2017), budgeting assists in financial planning by projecting income and expenditures for a specific time period. It's a management and planning tool as well as an accounting record.

According to a research performed by Buuni et al., (2015) human capital is an important resource of the company. Employees who have received enough training are more productive, and their input is essential to the effective execution of a plan. Sial et al., (2013) emphasize the significance of developing one's skills and knowledge in order to contribute successfully to plan execution. It helps with asset dispersion all through the area's various activities and is basic to the execution of province procedures. While different assets are significant in the execution of province methodologies, numerous respondents accepted that the district's HR did not have the ability to carry out the area procedures created by the region government, and that they needed to depend on HR from the central government or different regions to enhance their endeavours (Grover et al., 2018).

4.3.6 Challenges on Strategic Implementation

The finding of the review shows that for viable execution of district systems then there is need for the province government to have the option to beat the difficulties that might block the is execution.

Table 4. 6: Challenges on strategic implementation

CODE	Involvement in the development of the county strategies	Agreed	Don't Agreed	Total
1	In order to overcome the hurdles of implementing initiatives, the county administration is providing personnel with the necessary training.	6	1	7
2	The county government ensures that proper budgets are allocated to the implementation of county government strategies.	5	2	7
3	The public authority is reinforcing specialized aptitude to aid the execution of region level projects.	7	0	7
4	The area government is putting place the right constructions to guarantee that the district government techniques are appropriately carried out	5	2	7
5	To guarantee that county government strategies	3	4	7

are properly implemented, the county government is establishing effective cultures.

N=5

The review's objective was to perceive how the district government manages the difficulties of carrying out its objectives. As indicated by the discoveries of the study, the province government is preparing work force in the right abilities to conquer issues in arrangement execution, and numerous respondents concur that legitimate spending plans are committed to the execution of region government drives. Numerous respondents accept the public authority is building legitimate specialized ability to aid the execution of area government procedures, in spite of the way that many additionally accept the association isn't setting up the right designs to guarantee that the province government techniques are appropriately carried out and that there is more that the district government needs to do, as per the review's discoveries. This is consistent with Munyao, (2019) examination of the challenges faced by the Columbia public sector in executing strategic plans. According to the findings, strategic leaders used a bottom-up management style throughout the implementation phase. Additionally, it was found that team members were directly engaged in every step of the management process. Managers may utilize the bottom-up approach to plan in order to communicate their goals and values.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter summarizes the findings gathered from other respondents, as well as the study's conclusions and suggestions. The researcher evaluates the findings and provides any recommendations that are necessary. With an emphasis on Mander

County Government, the study finishes with conclusions, recommendations, and suggestions for further research on the issues of implementing county government plans.

5.2 Summary of Process Analysis

With Mandera County Government as a case study, the study intended to identify the problems in implementing county government strategic plan. The study looked into the problems that come with putting county government strategic plan into action. The elements looked into include organization structure, organization culture, leadership structure, and resource capability.

5.3 Conclusions

5.3.1 Organizational Structure

The review's discoveries show that authoritative construction supports the execution of province procedures, demonstrating the requirement for a decent design to help with the execution of area methodologies. The area has likewise fostered a culture of district technique execution to guarantee that every one of the region's taken on methodologies are appropriately carried out at all degrees of government. The concentrate additionally found that a resistance and progressing fighting among senior officials' field because of profound conventional contrasts between two significant networks affects the execution of region procedures, and that this is one of the difficulties in carrying out area techniques.

5.3.2 Resources and Capacity

The review's discoveries likewise show that there is lacking specialized help for the execution of district systems, and that the region's specialized limit is once in a while unfit to fulfill the specialized need needed in the execution of area methodologies, just as that there is deficient monetary distribution for the execution of province techniques, bringing about most of region government goals on the execution of the created procedures. The investigation additionally discovered that the area comes up short on the important ability to carry out the region methodologies created by the province government, and that the region should now and again depend on HR from the focal government or different districts to enhance the region's human asset limit in the execution of the region techniques. To wrap things up, the discoveries of the review show that the region government is cultivating fruitful societies to guarantee that province government methodologies are carried out adequately. They contended that to successfully execute the district's development plan, the area organization needs build up an ideal culture among its faculty.

5.3.3 Leadership involvement

The discoveries of the overview propose that region authorities are incapably engaged with the advancement of region systems, which affects the execution of province government procedures, and that numerous respondents accept staff are not

sufficiently given liabilities. Regardless of whether representatives are uncertain with regards to their errands in the execution of district government techniques because of the execution of area methodologies, the review shows that sufficient preparing is fundamental to furnish workers with the right abilities for the execution of region procedures.

5.3.4 Challenges in the implementation

The audit's revelations similarly show that there is missing particular assistance for the execution of locale frameworks, and that the district's specific breaking point is sometimes unsuitable to satisfy the particular need required in the execution of region approaches, similarly as that there is inadequate financial dissemination for the execution of area strategies, achieving a large portion of area government objectives on the execution of the made methodology. The assessment besides observed that the district comes up short on the critical ability to do the region methodologies made by the locale government, and that the region ought to occasionally depend upon HR from the focal government or different areas to update the region's human asset limit in the execution of the space strategies. To wrap things up, the disclosures of the review show that the region government is creating useful social orders to guarantee that area government procedures are finished adequately. They fought that to viably execute the locale's progression plan, the area affiliation needs foster an ideal culture among its staff.

5.4 Recommendation

The area has fabricated a culture of province methodology execution to guarantee that each of the region's arrangements are carried out viably at all degrees of government, which requires a decent design. There is likewise a requirement for more collaboration and less quarrels among senior field authorities, as profound conventional contrasts between two key gatherings affect the execution of district plans, and this is one of the bottlenecks to carrying out region systems. The region government should construct specialized ability for carrying out district systems, just as train representatives to help the province's human asset limit. Workers should be sufficiently occupied with the advancement of area procedures, as this affects the execution of district plans. Since there is an absence of fitting obligation assignment in the execution of district plans, pioneers are uncertain of their parts in the execution of province government drives. To conquer execution challenges, the area government should set up the essential methodology to guarantee that the province government's systems are appropriately executed and that there is still work to be finished.

5.5 Suggestions for further Studies

There are several factors that influence the implementation of strategic plan by the county government. For this study, structural, cultural, leadership and resources have been looked. The study recommends the following other areas to be looked at. They include: -

- ❖ Strategic evaluation process on its impact on implementation process

- ❖ Government policy on its implementation process
- ❖ Human resource in strategic plan implementation.

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APPENDICES

Appendix 1: Interview Schedule

SECTION A: GENERAL INFORMATION

- 1) Name of the Sector/Department.
- 2) What managerial position/Designation do you hold?
- 3) How long have you been working for the Mandera County?
- 4) How long have you been working in your present capacity?

Section B: Organizational Structure

- 5) Is the organizational structure supportive of county strategy implementation? Please explain.
- 6) There is proper budgetary allocation for the implementation of the county strategies
- 7) The human resource in the county has the required capacity
- 8) Do the available physical organizational structure support strategy implementation?

Section C: Organizational Culture

- 9) Norms and beliefs of the county government officials are conducive to Implementation of Strategic Plans?

- 10) Ineffective communication of strategy by the county officials affects Implementation of Strategic Plans by the County Government
- 11) The county government should improve their structure in the implementation of the county strategies
- 12) The county has developed a culture of implementation of county strategy

Section D: Organizational Leadership

- 13) Leadership style at the county level influences Implementation of Strategic Plans?
- 14) What is the level of involvement of leadership in strategy development? How did this affect strategy implementation?
- 15) To what extent do you think Leadership Characteristics of the county government has determined the effective implementation of strategies by the County Government?

Section E: Resources and Capacity.

- 16) Do the available resources, i.e. physical, technological, financial and human support Strategy implementation?
- 17) There is enough technical support for the implementation of the county strategies
- 18) There is proper budgetary allocation for the implementation of the county strategies
- 19) Lack of enough resources has affected the implementation of county strategies.

Section F: Strategic Implementation

- 20) In overcoming the challenges in the implementation of strategies the county government is training for the employees in the right skills
- 21) The county government is ensuring that there is proper allocation of proper budgets on the implementation of county government strategies
- 22) The government is building proper technical capacity to help in the implementation of county government strategies
- 23) The county government is putting place the right structures to ensure that the

county government strategies are properly implemented