

STRATEGY IMPLEMENTATION AND PERFORMANCE OF NAKURU COUNTY

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DECLARATION

To the best of my knowledge, this Project is my original work and has not been earlier on published or submitted for the award of a degree in any other university.

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Date: 14th November 2023

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Approval by supervisor

This Project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research study to my dearest George, my parents Mr. and Mrs. Charles Omwenga and my siblings Dr. Ondieki, Santurina and Chrystarbel.

TABLE OF CONTENT

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
TABLE OF CONTENT	v
LIST OF TABLES	viii
ABSTRACT	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Strategy implementation	2
1.1.2 Organisational Performance.....	4
1.1.3 County Governments in Kenya.....	5
1.1.4 Nakuru County.....	6
1.2 Research Problem	7
1.3 Objective of the Study	10
1.3.1 General Objective	10
1.3.2 Specific Objective.....	10
1.4 Value of the Study	10
CHAPTER TWO: LITERATURE REVIEW	12
2.1 Introduction.....	12
2.2.1 Resource-Based View (RBV) Theory	12
2.2.2 Stakeholder Theory.....	13

2.3 Empirical Review.....	14
2.3.1 Strategy Implementation and Organisational Performance	14
2.4 Summary of Empirical Review and Knowledge Gaps	17
CHAPTER THREE: RESEARCH METHODOLOGY	19
3.1 Introduction.....	19
3.2 Research Design.....	19
3.3 Data Collection	19
3.4 Data Analysis and Presentation	20
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION	21
4.1 Introduction.....	21
4.2 Demographic Characteristics	21
4.2.1 Age.....	21
4.2.3 Gender.....	22
4.2.4 Education level.....	22
4.2.5 Number of years in current position	23
4.3 Qualitative Analysis.....	24
4.3.1 Resource Allocation.....	24
4.3.2 Management Structure	27
4.3.3 Strategic Communication.....	29
4.3.4 Leadership.....	32
4.3.5 Stakeholder Involvement	35

4.3.2.1 Performance in Nakuru County	38
4.4 Discussion of the Findings.....	41
CHAPTER FIVE	42
5.1 Introduction.....	42
5.2 Summary of study Findings	42
5.3 Conclusion	49
5.4 Recommendation	51
REFERENCES	54
APPENDICES	63
Appendix I: Consent	63
Appendix II: Interview Schedule	64
Appendix IV: Map of Nakuru County	75

LIST OF TABLES

Table 4. 1 Response Rate.....	21
Table 4. 2 Descriptive on Age	21
Table 4. 3 Descriptive on Gender	22
Table 4. 4 Descriptive on Education level.....	23
Table 4. 5 Descriptive on Years in current position	23

ABSTRACT

Strategy implementation is the process of putting an organisation's chosen strategies into action in order to reach its objectives. It involves the development of detailed plans and procedures, the allocation of resources, and the coordination of activities. Resource-Based View and Stakeholder theories were used to analyse the determinants of performance in organisations. This research explored the influence of strategy implementation on performance of Nakuru County. The effectiveness of strategy implementation approaches in improving the performance of Kenya's counties has not received much attention. The results of either public or private institutions have been related to strategic management methods in general. Strategy implementation and the performance of Nakuru County were not discussed in the relevant literature. Therefore, this study explored the effective methods of successfully implementing a strategic plan, the barriers and challenges that Nakuru County face when attempting to execute a strategic plan, as well as the solutions to overcoming these challenges. It further explored the importance of monitoring and evaluating the implementation of a strategic plan in order to ensure that the desired outcomes are achieved. This research was based on a case study of Nakuru County with a focus on 11 county executives. Data was collected using interview schedules. The study adopted the use of inferential analysis in the form of content analysis in handling the qualitative responses from the interview schedule responses. The study found that resource allocation in Nakuru is a well-structured and systematic process and revealed the pivotal role of management structures within Nakuru County in setting and communicating goals and objectives for various initiatives and projects. The study also uncovered a diverse array of communication strategies and channels used within Nakuru County for project implementation and stakeholder engagement. The study equally revealed the significant impact of leadership within Nakuru County, particularly emphasising the role of visionary leadership. Lastly, the study illuminated the pivotal role of stakeholder involvement within Nakuru County, highlighting the theme of inclusive planning and collaboration.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy implementation is the process by which an organisation puts its chosen strategies into action. It is the process of translating strategic plans from paper into action in order to achieve organisational goals and objectives. It includes the development of detailed plans and procedures, the allocation of resources, and the coordination of activities (Issack & Scholes, 2017; Namada, 2020). The goal of strategy implementation is to ensure that the strategies and objectives of the organisation are achieved in an efficient and effective manner (Simerson, 2011). It involves the use of various tools and techniques to ensure that the desired results are achieved (Kihara, 2017). This includes the development of metrics to measure the effectiveness of the strategy, the monitoring and evaluation of existing strategies, and the development of new strategies to improve performance.

Organisational implementation of a new technology or system requires a comprehensive plan that takes into account the resources and expertise of the organisation. This plan should include a clear purpose, goals, timeline, budget and communication strategy (Randhawa, 2017; Steiss, 2019). An effective implementation plan should also include training and support for employees, as well as an evaluation of the system's effectiveness (Semuel et al., 2017). Training should cover the basics of the system, as well as any specific procedures or processes that are required. The plan should also include a process for monitoring the system's performance and making changes as needed (Kamau, et al., 2018). The plan should provide for regular feedback and communication between all stakeholders and other partners.

Resources-Based View theory was used as a framework for this research, which explores the determiners of an institution's performance in its unique sector. The resource-based approach elucidates that a company's capabilities may enable organisations to enhance the customer value

chain, develop new products or shift in new markets to derive long-term competitive advantages. Further, agency theory, which was also used, elucidates that the action taken by one person (the agent) influences multiple parties (the principals). Agency theory stresses that the agent, such as the County Governor, operates on behalf of the principals, the County citizens, and is tasked with achieving the principal's objectives (Jean et al., 2002).

Worldwide, both public and private entities must perform well in order to survive. In particular, Kenyan governmental entities are under increased public pressure to fulfil their purpose (Cheruiyot et al., 2017). Nakuru county, which has 11 sub counties (Kuresoi North, Molo, Njoro, Rongai, Subukia, Bahati, Nakuru Town West, Kuresoi South, Nakuru Town East, Gilgil and Naivasha) has experienced development in some sub-counties while others lag behind clinging on the promises of future launch of development programs. The current research intended to evaluate whether it is a question of poor implementation that skews performance in Nakuru county.

1.1.1 Strategy implementation

Strategy implementation is the process of executing a strategic plan. It involves all of the activities necessary to ensure that the strategic plan is realised and that the desired objectives and goals are achieved. It involves the coordination of all resources and stakeholders in order to ensure the successful completion of the strategic objectives (Simerson, 2011; Namada, 2020). There are several components of strategy implementation, including organisational structure, resource allocation and performance management (Watuka, 2014). Other components of successful strategy implementation include setting performance targets, monitoring progress and addressing any challenges that arise from organisational structure.

Organisational structure refers to the way in which an organisation is structured and how tasks, functions and responsibilities are divided among employees. It includes the hierarchy of authority, the division of labour, communication and decision-making processes (Issack & Scholes, 2017).

Resource allocation involves the allocation of resources such as funds, materials and personnel to ensure the successful execution of the strategy. Performance management is the process of monitoring and evaluating the progress of the strategy and taking corrective actions if necessary (Semuel et al., 2017). It includes setting performance goals and measuring the performance against those goals.

Organisations employ the standards to ensure the successful implementation of various strategies by monitoring, evaluating, and taking corrective action in response to rapidly changing external circumstances (Teece, 2019). In order to attain set goals and, as a result, generate more value for organisations in comparison to their rivals, strategy implementation defines the establishment and implementation of strategies. The use of strategy implementation has a substantial impact on a company's ability to achieve better performance (Ansoff, 1991). Strategy implementation allows companies to adapt to dynamisms and provide them with a competitive advantage in terms of end consumer value. Strategy implementation provides businesses with a long-term focus and reduces resistance to change, both of which are essential to achieving excellent performance. The practices improve efficiency within organisational units via coordination of organisation, acceptance of diversity and adoption of basic structural designs that capitalise on corporate adaptability (Samuel & Ogutu, 2012).

For an effective strategy implementation, vision and mission statements are developed as part of strategic management practices so as to determine the long-term course of a firm. These guiding statements are vital for giving direction for the actions, goals, markets, and products of the organisation. For instance, Nakuru County has adopted three types of strategy implementation practices including business strategy, operational strategy and transformational strategy (County Government of Nakuru, 2018). County governments confront an increasingly competitive environment that necessitates the adoption of strategic implementation practices. The National

Government expects more responsibility for its resources, while the community is growing more conscious of its needs and expecting improved services from the County Government (Sikuku, 2019).

1.1.2 Organisational Performance

Organisational performance is the measure of how effectively an organisation is achieving its goals and objectives. It is an evaluation of the effectiveness of the organisation in terms of its ability to use its resources to reach its goals. Performance is typically measured in terms of financial results, customer satisfaction, employee engagement and quality. Performance is a key factor in determining an organisation's success and can be used to identify areas that need improvement or that are underperforming. Performance can also be used to identify potential opportunities for the organisation to improve and grow.

The organisational performance metric measures the organisation's actual outcomes in comparison to the output that the organisation expected. The performance of an organisation is defined as its competitiveness, which is attained by achieving a certain degree of efficiency and productivity that assures a long-term market presence (Obeidat, Mitchell & Bray, 2016). Organisational performance is defined as the actual outcomes achieved by an organisation in comparison to the expected output, such as the goals and objectives established. The primary objective is to aid in decision making and comprehension of progress toward achieving the desired results. Indicators must be established to track performance. These are comprehensive quantitative and/or qualitative characteristics that define the organisation's activities or accomplishments (Tadi & Boljevi, 2015).

To effectively evaluate performance, there must be a clear connection between the organisation's goals, measurement techniques and actual outcomes. Additionally, the significance of performance measurements should be explained explicitly. Organisational performance may be quantified in a variety of ways, including the Balanced Scorecard, Management by Objectives and Key

Performance Indicator (KPIs). The key performance indicator (KPI) measures an organisation's success or failure in relation to a certain activity, such as projects, programs or other indications (David, 2016).

The unpredictable circumstances in which organisations operate pose many challenges. Many organisations have had delayed organisational performance owing to a lack of awareness of the strategy implementation process. During strategy creation and execution, it is critical that everyone in the organisation knows the organisation's goals and how they will be achieved (Taneja, Sewell & Odom, 2015). The 2010 Kenyan constitution proposes a devolved form of government, with counties as the fundamental entities. Many challenges confront the delegated fund management within Counties hence affecting essential development objectives. Most counties have not completely implemented the 2013 County Integrated Development Plan due to inherited management and resource issues from past town council, municipalities and county councils (Abass, Munga & Were, 2017). Local authorities' pre-devolution strategies vary from the present devolved structure since most duties were handled by the National government, there were minimal governance concerns (Abass, Munga & Were, 2017; Psiwa, Irungu & Muriithi, 2017).

1.1.3 County Governments in Kenya

Kenya is divided into 47 counties, each of which is governed by a county government. The county governments are responsible for providing services such as health, education, agricultural extension, water, sanitation and roads (COK, 2010). They are also responsible for the planning and development of their respective counties. The county governments are headed by a governor, who is elected by the people of the county. The county assemblies are responsible for legislating on matters concerning their respective counties.

The constitution (2010) brought a change from top-down to bottom-up governance as well as from centralised to decentralised government. Enhancing public interaction is given priority. It is a crucial

part of Kenya's strategy to accelerate development and eliminate persistent inequities in economic opportunity, investment, and service provision across the country. In 2013, Kenya's county governments became operational, and became liable for providing medical care, early childhood education, maintaining roads and generating revenue through property and entertainment taxes (Bold, Kimenyi & Sandefur, 2013).

15% of total government revenue goes to counties, while 85% goes to the central government (Article 203 [2], COK 2010). According to a horizontal formula devised by the Commission of Revenue Allocation, each county receives its share (15%). (CRA). Each county is independent in selecting how to spend its financial resources in pursuit of its development goal, it is necessary to examine their capacity for resource management in order to give effective services to the people (GOK, 2013). Additionally, the constitution provides for counties that effectively mobilise and manage their resources to be rewarded with a bigger proportion of central government income. The constitution also stipulates that counties would receive a larger share of central government revenue if they mobilise and manage their resources well.

1.1.4 Nakuru County

The adoption of a new constitution in Kenya in 2010 resulted in the establishment of a new government structure. A total of 47 counties were formed. Each county was to get support from the national government while also generating revenue to maintain themselves and make their county the greatest in the country by improving the quality of life of its people.

Nakuru County government announced its first County Integrated Development Plan (CIDP) from 2013 to 2017, as well as its second CIDP from 2018 to 2022. The County, through implementing the CIDP, wanted to develop into a lively, contemporary and regional commercial centre with a good quality of life for its citizens. The County serves a population of 2.162 million people, covering an area of 7.495.1 km square (KNBS, 2019). In comparison to the national average of 10 doctors and

55 nurses per 100,000 people, the county's health sector had 19 doctors and 73 nurses per 100,000 people in 2015. (MEval-PIMA, 2017). Progress in improving the different sectors has been made (County Government of Nakuru, 2018), given a myriad of radical and renewed transformative changes in enhancement of service delivery across her Sub-counties.

In the fiscal year 2014/15, 2015/16 and 2016/17, the County Assembly serves as the government's legislative body Nakuru County's budget execution rate was at 80%, 79.6% and 79%, respectively, falling short of set targets. Reasons being the slow procurement and cash flow difficulties, across County Government units, misalignment of strategies (Sikuku, 2019) poor performance and lack of proper coordination among county entities (Nzuki, Ombuki & Arasa, 2017). As a result, a study is required to examine new and better ways the County could implement its strategies and ultimately boost its performance.

1.2 Research Problem

The four pillars of institutional and organisational performance are leadership, culture communication, strategy, structure, processes and accountability. Effective leadership is the cornerstone of any successful organisation. Leaders must have a clear vision and the ability to motivate and inspire employees (Wheelen et al., 2017). They must be able to set clear goals and expectations, and provide the necessary resources to employees so they can reach their goals. Effective leaders also need to be able to develop and maintain strong relationships with both internal and external stakeholders.

Strong culture is also essential for an organisation's success. A culture of trust, respect and collaboration among employees is necessary for an organisation to effectively reach its goals and objectives (Jung, 2022). A culture of open dialogue and feedback is key for employees to feel empowered to take initiative and solve organisational challenges. Leaders must also be willing to invest in the development of employees and create a positive work environment (Gochhayat, Giri &

Suar, 2017). Effective communication is also critical for an organisation's success. Leaders must be able to communicate clearly and effectively with both internal and external stakeholders (Rohim & Budhiasa, 2019). They must also be able to listen to employees, understand their needs, and provide feedback in a timely manner.

In addition, strategy implementation practices, which act as a bridge between an organisation and its surroundings, theoretically enable an organisation to avoid misalignment with its environment (Fuertes et al., 2020). Through sound decision-making, rigorous strategic implementation, enhances the performance of government organisations (Kamau et al., 2018). Due to growing interest of strategy implementation in the public sector, this idea has gained popularity in the sector in recent years. The Kenyan constitution set aside 25% of total revenue for county development, which has been delegated to the governors, who are the county administrators (GoK, 2010). Nevertheless, Nakuru County on overall has been recording declined trends in terms of service delivery in most departments across the sub counties (Nakuru County Integrated and Development Plan, 2018-2022). This report further revealed that most sub counties within Nakuru County had started recording poor performance and it gave 65 percent of the 11 sub counties a low score of between 40 and 47 points on their performance. The sub counties have continued to face difficulties in strategy implementation, which has hampered county performance and administrative operations (Auditor General Report, 2020).

Reverte et al. (2016) examined the impact of Corporate social responsibility on organisational performance in Spanish organisations, and the results showed that Corporate Social Responsibility had a direct and substantial effect on both innovation and organisational performance across all companies. The study by Reverte et al. (2016) only focused on the private sector whose findings may not be inferred on public administrative structures. Durand, Grant and Madsen (2017) explored strategic management expanding domain in relation to the quest for integration. The

findings indicated that the widening scope of strategic management impedes strategic management's influence in shaping strategic decision processes. Durand, Grant and Madsen's (2017) research were a generalisation, which isn't conclusive on either private or public sector deliverables.

The effectiveness of strategy implementation approaches in improving the performance of Kenya's county governments has not received much attention. In order to create a typology in public sector businesses, Rosenberg and Ferlie (2016) applied strategy implementation theories. The greater applicability of the theories (resource-based perspective of strategy) depends on performance-based budgeting, administrative organ autonomy, and competitive markets. Rosenberg and Ferlie (2016), on the other hand, emphasised the applicability of theories, which this study deems to be insufficient. In Nairobi County, Kenya, Waititu (2016) looked into the connection between successful strategy implementation and commercial bank performance.

The effectiveness of strategy execution in the organisational performance of Kenya Medical Training College was examined by Mutua (2014). The adoption of the drug demand reduction strategy in Kenya by the National Authority for the Campaign against Alcohol and Drug Abuse (NACADA) has an impact on organisational performance, according to Wato, Maina and Muthe's (2019) study. Karimi (2017) explored how implementing enterprise resource planning affected the performance of organisations in Kenya's transportation industry while Mulili (2020) investigated the effects of staff assessment on academic achievement in public secondary schools in Kangundo Sub-County, Machakos County, Kenya.

The results of either public or private institutions have been related to strategic management methods in general. Strategy implementation and the performance of Nakuru county were not discussed in the relevant literature. Therefore, this study sought to explore the effective methods of successfully implementing a strategic plan. Specifically, this research explored the various methods of strategically implementing a plan, including the processes, tools and resources necessary for

successful implementation. Further, the barriers and challenges that Nakuru County face when attempting to execute a strategic plan, as well as the solutions to overcoming these challenges, were examined. Finally, this study explored the importance of monitoring and evaluating the implementation of a strategic plan in order to ensure that the desired outcomes are achieved.

1.3 Objective of the Study

1.3.1 General Objective

To determine the role of strategy implementation on the performance of Nakuru County, Kenya.

1.3.2 Specific Objective

The following were the specific objectives of the research.

1. Determine the influence of resource allocation on performance of Nakuru County.
2. Investigate the influence of management structure on performance of Nakuru County.
3. Examine the influence of Strategic communication on performance of Nakuru County.
4. Evaluate the influence of leadership on performance of Nakuru county.
5. Establish the effects of Stakeholder Involvement on performance of Nakuru County.

1.4 Value of the Study

The discoveries of the study may aid policy makers in both public and private institutions in identifying vital areas and make necessary decisions to guarantee that strategy implementation is prioritised. With the findings of the study, managers and leaders in Counties can learn how to make ethical decisions about practices and policies that are intended to support and sustain high organisational performance. Additionally, they can learn how to manage national and organisational resources for use by future society and organisations.

The study's conclusions may be particularly useful in providing further information to both current and potential businesses about the importance of strategy implementation and use the lessons learnt to maintain their competitiveness. By illustrating how strategy implementation affects performance, this research may be helpful to all government agencies. The findings may be helpful as a reference for developing work plans to meet performance goals for stakeholders in the public sector across the nation as well as academic institutions. The study may be useful to identify other research areas based on the findings for academics, students, and other researchers. Academicians who are conducting research on the same topic as this study may find it useful as a reliable source of information for future studies on related topics.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Theoretical literature and empirical studies in strategy implementation and organisational performance are presented in this chapter. The field of strategic management has collected a lot of knowledge from which one can learn beneficial insights in order to better comprehend the connection between strategy implementation and performance. The chapter also includes an overview and knowledge gaps.

2.2 Theoretical Review

Over the years, strategic management has led to the creation of several theories. This chapter covers a selected number of theories. That is: Stakeholder Theory and resource-based Theory with resource-based theory as an overarching theory.

2.2.1 Resource-Based View (RBV) Theory

The Resource-based View (RBV) of the Firm arose as a corporate strategic management methodology in the 1980s and 1990s. The resource-based viewpoint is founded on the idea that an organisation's ability to compete depends on how effectively and efficiently its resources are used. Resources are everything that might make up a firm's assets or weaknesses (Hafeez et al., 2002). Three types of resources are used as inputs in a company's manufacturing process: human capital, physical capital and organisational capital (Currie, 2009). According to the resource-based approach, the basic sources and drivers of a firm's competitive advantage and superior performance in strategic management are primarily related with the features of their sources, which are valuable and expensive to imitate (Barney 2003). However, just possessing these resources is inadequate for establishing a competitive edge and providing high-quality services to the public (Peteraf et al., 200). Organisations must manage their resources efficiently and develop differentiated competencies in order to obtain an edge and enhance service delivery (Sirmon et al., 2007).

The resource -based perspective sheds light on competitive advantage or the mechanism by which long-term benefits are delivered to taxpayers (Hug & Jäger, 2014). It is essentially an identification of the traits that resources should possess in order to provide returns and stability (Ponomarov & Holcomb, 2009), which in this case are services delivered to the public by the County Government. As is the case with Nakuru County, organisations may have the financial resources, but lack the personnel, organised processes, and systems, which are required to deliver effective services. This idea lacks "operational validity" or significant management implications (Jean et al., 2002). It appears to instruct managers to create, acquire, and build a suitable organisation, but it is mute on how to go about doing this (Currie, 2009).

2.2.2 Stakeholder Theory

This theory was developed by Freeman (1983). An organisation should take into account the concerns of the many individuals and parties who interact with the organisation's activities directly or indirectly (Gibson, 2000; Friedman & Miles, 2002). This is particularly crucial for management to consider as they develop and implement the organisation's strategies. According to the theory, an organisation is responsible to all stakeholders in the ecosystem, not just its shareholders (Friedman & Miles, 2002). The majority of relationships in an organisation's ecosystem are complicated and dynamic. As a result, understanding the stakeholders' important influencers and being able to respond rapidly to their concerns is critical to the stakeholder theory and the organisation's success.

Primary stakeholders are those who are vital to the organisation's needs and goals being met, while secondary stakeholders are those who have an impact on or are impacted by the organisation's actions (Nikolova & Arsi, 2017; Di Maddaloni & Davis, 2017). Owners, managers, and employees would be the key stakeholders, whereas government bodies, regulatory bodies, non-government organisations, customers, trade associations, financiers, society, and creditors would be secondary

stakeholders (Nikolova & Arsi, 2017).

Management is tasked with balancing the interests of numerous stakeholders and achieving a balance that allows a company to exist and succeed (Friedman & Miles, 2002). Identification of which stakeholders have the greatest impact on the core of an organisation, as well as their inclusion in the strategy design and implementation process, is critical, according to Bryson (2018). Without it, meaningful stakeholder engagement in later stages of the organisation would be difficult (Rothaermel, 2016; Bryson, 2018). This theory will help to establish the role of strategy evaluation and control, and implementation strategy on performance of Nakuru County.

2.3 Empirical Review

This section reviews empirical literature on the key variables covered in this study as well as the empirical literature linking strategy implementation and the performance of Nakuru County.

2.3.1 Strategy Implementation and Organisational Performance

Implementing a strategy is "the process of ensuring that the organisation's vision, mission, strategy and strategic objectives are fulfilled as planned," according to Simerson (2011). The process by which a strategy is converted into a collection of activities is known as strategy implementation (Namada, 2020). For today's firms, strategy implementation is a major difficulty, and most strategies stall at the implementation stage. Simerson (2011) define strategy implementation as "the process of ensuring that the organisation's vision, mission, strategy, and strategic objectives are realised as planned." While strategy implementation has piqued the interest of researchers in the West, Namada (2020) notes that the topic has received less attention in developing nations, particularly in the public sector.

Waititu (2016) investigated the association between strategy execution and commercial bank performance in Nairobi County, Kenya. Commercial banks that invested heavily in innovation,

effective communication systems, inspirational leadership, functional organisation structure, and culture had better strategic execution and performance, according to the findings. Strategy implementation, according to Kihara (2017), is a more complex and difficult task than strategy design, and it involves coordinated efforts and actions from all stakeholders in an organisation. Like every other institution, county governments struggle to see their objectives through to completion. Top-level management action is required to prevent this in the form of well-defined policies and a roadmap for implementing strategies, allocating resources, and aligning organisational structure with the organisation's goals. These steps can aid firms in successfully implementing their strategies and enhancing their operational efficiency.

Mutua (2014) investigated the role of strategy execution in Kenya Medical Training College's organisational performance. A case study research design was used in this investigation. Senior managers, including the former strategic plan in-charge, deputy director finance and administration, human resource manager, external liaison officer, public relations officer, deputy registrar research, chief procurement officer, and institutional advancement officer, provided secondary and primary data for the study. Secondary data was gathered by conducting a desk analysis of the strategic plans and financial reports. Because the information gathered was qualitative, it was examined using a content analysis technique. According to the findings, strategic implementation has a direct impact on organisational performance.

The function of strategy execution in the relationship between strategic planning systems and performance was examined by Namada (2020). The study looked into the role of strategy implementation as a moderator. The research used a descriptive cross-sectional survey using the firm as the analysis unit. The findings show that strategy execution moderates the relationship between strategic planning systems and market success, as well as the performance of internal business processes, but not return on investment performance. They came to the conclusion that the

configuration of planning systems, as well as its theoretical backing as resource bundles, explains differences in business performance.

Muhammad (2017) looked on the mediating impact of organisational commitment and the moderating role of strategic implementation in the relationship between high-performing work practices and Nigerian bank performance. A cross-sectional design was used to collect data from 400 individuals using mail and individually given questionnaires. To test five hypotheses, a total of 258 valid questionnaires were retrieved. The findings of the partial least square structural equation modelling analysis demonstrated that intensive training and development, recruiting and selection, organisational commitment, and strategic implementation all had a direct and significant impact on bank performance in Nigeria. The study validated the moderating effect of strategic implementation, which is in line with scholarly recommendations for include a moderator in the organisational level link between organisational commitment and organisational performance.

Abdi and Sasaka (2017) investigated how the deployment of a business operations plan affected performance in Mogadishu, Somalia. The research employed a descriptive study design. A total of 5716 Hormuud telecommunications employees were included in the target population. A total of 374 employees from various departments within the company were included in the study. Primary data was gathered through a questionnaire, while secondary data was gathered through journals, books, and other published works in the field of strategic planning. Hormuud telecommunication's strategy implementation and organisational performance were found to have a good and significant association, according to the study.

Karimi (2017) conducted research into the effects of enterprise resource planning deployment on organisational performance in Kenya's transportation industry. The study took a descriptive method. The study population consisted of the management staff of Small and Medium Enterprises

(SMEs), with a total of 300 participants and a sample size of 171. The respondents' primary data was acquired directly from them via a questionnaire that included both closed-ended and open-ended questions. The researchers conducted multiple regression analysis to examine the link between enterprise resource planning implementation and organisational performance. Management abilities, management assistance, and training all had favourable and substantial standardised coefficient values, according to the study. They came to the conclusion that ERP adoption in the transportation sector is influenced by communication, training, top-level management support, and management abilities.

2.4 Summary of Empirical Review and Knowledge Gaps

Mutua (2014) focused on the role of strategy execution in Kenya Medical Training College's organisational performance using content analysis technique. He discovered that Strategic implementation action has a direct impact on organisational performance. Contextually, the study was in KMTC whose findings may not be generalizable.

Abdi and Sasaka (2017) focused on how the deployment of a business operations plan affected performance in Mogadishu, Somalia using desktop review. They discovered that Hormuud telecommunication's strategy implementation and organisational performance were found to have a good and significant association. The study was in Mogadishu and covered Telecommunication therefore presenting a contextual gap, on the other hand the current study was in Kenya specifically Nakuru county.

Karimi (2017) focused on enterprise resource planning deployment's effects on how well organisations function in Kenya's transportation sector using descriptive cross-sectional survey. She discovered that ERP adoption in the transportation sector is influenced by communication, training, top-level management support, and management abilities. The study was on resource planning and

in the transport sector, presenting both conceptual and contextual gap. The current study was focusing on the relationship between strategy implementation and performance of Nakuru county.

Namada (2020) examined the relationship between strategy execution and strategic planning systems and performance. The study looked into the role of strategy implementation as a moderator. The research used a descriptive cross-sectional survey using the firm as the analysis unit. They came to the conclusion that the configuration of planning systems, as well as its theoretical backing as resource bundles, explains differences in business performance. The current study was focusing on the relationship between strategy implementation and performance of Nakuru county.

Waititu (2016) looked into the relationship between successful strategy execution and commercial bank performance. According to the research, commercial banks that made significant investments in innovation, efficient communication systems, inspiring leadership, and a functional organisational structure and culture performed better in terms of strategy implementation. Contextually, the study was on banks whose findings may not be generalizable.

From the aforementioned studies, strategy implementation therefore was adopted as the process of putting a chosen strategy into action. It involves a set of activities and steps that are necessary to execute the strategy effectively. The main components of strategy implementation that this study adopted were resource allocation, management structure, leadership, stakeholders' involvement, communication and performance management.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research design, target population, data collecting instrument and technique. In addition, Pilot study, data analysis and results presentation to be adopted by the study are discussed.

3.2 Research Design

Research design outlines methods of gathering data, interpreting that data and obtaining answers to various issues that may occur (Cooper & Schindler, 2010). This lays the groundwork for a study especially in data collection and analysis. This research was based on a case study of Nakuru County with a focus on the top executives of every county department (11 ministers).

3.3 Data Collection

Kothari (2004) defined data collection as the process of gathering empirical facts that will be utilised to get fresh or additional insights on a specific topic and offer solutions to research problems. We gathered original information to use in this study. The study focused on the 11 ministers of Nakuru county. The 11 ministers are in charge of the following departments;

1. Agriculture, livestock, fisheries and veterinary services
2. Education, Ict, e-government and public communication,
3. Finance and economic planning,
4. Infrastructure,
5. public service and devolution,
6. trade, cooperatives, tourism, culture,
7. Environment, energy, climate change and natural resources,
8. Youth, sports, gender, social services and inclusivity,

9. Office of the county secretary,
10. Health and emergency services and lastly,
11. Lands, housing and physical planning.

To help in the process, interview schedules were created. Section A covered demographic information, Section B covered strategy execution, and Section C covered county performance. The data collected was then used to make inferences and conclusions regarding the study population.

3.4 Data Analysis and Presentation

Data analysis is the process of removing relevant information from the collected raw data (Kombo & Tromp, 2006). The instruments were subsequently examined for clarity and degree of completion following data collection. This ensured that the data is consistent enough to allow for analysis. The information was then cleaned, and categorised thematically in preparation for analysis. Descriptive analysis on the demographic characteristics of the respondents (frequency, and percentage) were employed in this research. The study also adopted the use of inferential analysis in the form of content analysis in handling the qualitative responses from the interview schedule responses.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The purpose of this research was to evaluate how strategy implementation, organisational competencies, and stakeholder involvement have affected performance of Nakuru County.

Table 4. 1 Response Rate

Statement	Frequency	Percentage
Response	11	100.00
Non-Response	0	0.00
Total	11	100.00

Source: Survey Data (2023)

From table 4.1 out of the 11 executives in the 11 county departments (11 ministers) targeted, all (11) respondents fully responded to the administered interview schedules, giving a response rate of 100% which the study deemed adequate for further analysis.

4.2 Demographic Characteristics

4.2.1 Age

The respondents (31.9%) were over the age of 45, with those between the ages of 25 and 34 accounting for 23.3% of the total and those between the ages of 35 and 39 accounting for 22.4%.

The youngest respondents, aged 20 to 24, made up 10.3% of the total, while respondents aged 40 to 44 made up 12.1%.

Table 4. 2 Descriptive on Age

Age Categories	Frequency	Percent
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20-24 years	0	0.00
25-34 years	3	27.3
35-39 years	3	27.3
40-44 years	2	18.1
45 years and above	3	27.3
Total	11	100.0

4.2.3 Gender

Gender disclosure was needed from the respondents. The majority (55.2%) of the respondents were Male while 44.8% of the respondents were female.

Table 4. 3 Descriptive on Gender

Gender	Frequency	Percent
Male	6	54.5
Female	5	45.5
Total	11	100.0

4.2.4 Education level

Results of highest education levels of the respondents as represented in Table 4.5 below indicates that more than half (53.4%) of the respondents had attained university education. There were plenty

of the respondents whose education level was at tertiary level contributing to 42.2% while only a few (4.3%) had attained secondary education as their highest level of education.

Table 4. 4 Descriptive on Education level

Education Level	Frequency	Percent
Secondary education	0	0.0
Tertiary education	5	45.5
University education	6	54.5
Total	11	100.0

4.2.5 Number of years in current position

In terms of the years the respondents had worked in their current position, the majority of them (41.38%) had worked for 5 to 10 years in their current position.

Table 4. 5 Descriptive on Years in current position

Period worked in the current position	Frequency	Percent
Less than a year	3	27.3
1-4 years	2	18.2
5-10 years	5	45.5
More than10 years	1	9.0
Total	11	100.0

The 31.9% of the respondents who had worked for less than a year in their current position were mainly the newly elected or appointed members of the county assembly considering the fact that they were the majority of the respondents. However, 18.10% of the respondents had worked in their current position for 1-4 years while only 8.62% had more than 10 years working in their current position.

4.3 Qualitative Analysis

4.3.1 Resource Allocation

The county ministers were asked to describe the process that is followed during the identification and prioritisation of resources for various projects and initiatives. In their responses, several key themes emerged. First, strategic planning emerged as a fundamental step in resource allocation. Majority, 81.82% (9 respondents), of the interviewees emphasised that resource allocation starts with a careful examination of the County's strategic plans and objectives. This ensured that resources were directed towards initiatives that align with the overarching goals of the Nakuru County. Another significant theme was stakeholder participation. Respondents mentioned that the process involved engaging various stakeholders, including community members, local leaders, and experts. This collaborative approach allowed for a deeper understanding of project needs and priorities. Needs assessment was also highlighted as a crucial component of resource allocation. Respondents emphasised the importance of conducting thorough needs assessments to identify specific project requirements. This data-driven approach helped in making informed decisions about where resources should be allocated. Furthermore, budgetary considerations played a significant role in the resource allocation process. Several interviewees (63.63%) mentioned that decisions are often constrained by available budgets and financial feasibility. This theme underscored the need for fiscal responsibility and efficient resource allocation.

Majority (90.91%) respondents stressed the importance of considering the potential impact of projects on the community. Projects that promise significant benefits and positive outcomes for the community were prioritised in the resource allocation process.

Further, on ensuring that the allocation of resources aligns with its strategic goals and objectives. The responses to this question highlighted the importance of strategic alignment in resource allocation. Interviewees emphasised that resource allocation decisions are closely tied to the county's strategic goals and objectives. Projects and initiatives are chosen based on their ability to contribute to these overarching strategic plans.

Additionally, review emerged as a critical practice. Respondents mentioned that resource allocation decisions are not static; they are subject to regular reviews to ensure ongoing alignment with strategic goals. This iterative approach allows the county to adapt to changing circumstances and priorities.

The decision-making process was another theme. Interviewees described a structured decision-making process that involved evaluating project proposals and assessing their alignment with strategic objectives. This ensured that resource allocation decisions are made systematically and in line with the county's strategic direction.

Moreover, a few interviewees (27.27%) discussed the use of performance metrics and indicators to measure the extent to which resource allocation aligns with strategic objectives. This data-driven approach provided a quantifiable means of assessing alignment and making informed decisions.

Monitoring mechanisms emerged as a central theme on how the county monitor the utilisation of allocated resources throughout the implementation of projects or programs. Majority (72.73%) of the interviewees discussed the use of monitoring mechanisms to track the utilisation of allocated resources. These mechanisms include regular reporting, project audits, and progress assessments. Monitoring allowed the county to ensure that resources are used efficiently and effectively throughout project implementation.

Additionally, the existence of oversight committees or bodies responsible for monitoring resource utilisation was mentioned by several respondents. These committees play a critical role in overseeing resource allocation and utilisation, adding an extra layer of accountability.

Budget control was another recurring theme. Interviewees emphasised the importance of budget control as a means to monitor resource utilisation and ensure compliance with allocated budgets. This financial oversight helped prevent resource misallocation and promoted fiscal responsibility.

Interviewees were asked to give examples of situation where effective resource monitoring and control led to improved county performance. In response, multiple examples were provided, shedding light on the tangible benefits of effective resource monitoring and control. One key theme that emerged was improved accountability. Interviewees described situations where enhanced monitoring and control measures led to increased accountability among project stakeholders. This, in turn, resulted in better financial management and ultimately improved project outcomes.

Timely interventions were also highlighted. Respondents shared instances where early identification of resource misallocation allowed for swift corrective actions. These interventions prevented potential project delays or failures, leading to improved overall County performance.

Furthermore, community satisfaction was mentioned in a few responses. Effective monitoring and control not only improved project outcomes but also enhanced community satisfaction. Projects that were completed within budget and with optimal resource utilisation garnered positive feedback from the community, strengthening the County's reputation.

In summary, content analysis of responses related to resource allocation revealed key themes such as strategic planning, stakeholder involvement, needs assessment, budgetary considerations, and project impact. These themes collectively illustrate the approach taken by Nakuru County to allocate and manage resources effectively in line with their strategic objectives. Effective monitoring and

control mechanisms were shown to enhance accountability, enable timely interventions, and contribute to community satisfaction, ultimately leading to improved County performance.

4.3.2 Management Structure

On management structures, the 11 ministers were asked to describe how the county sets and communicates its goals and objectives for various initiatives and projects. More than half of the interviewees (72%) emphasised that the county initiated the goal-setting process through strategic planning sessions. These sessions involved key stakeholders and served as platforms to identify and communicate objectives. Communication channels mentioned included meetings, reports, and official documents.

Additionally, stakeholder involvement was a recurring theme. Respondents highlighted the importance of involving various stakeholders, including community members, sub-county officials, and partners, in setting goals and objectives. This collaborative approach ensured that objectives are representative of the diverse interests within the county.

The use of measurable indicators was another theme. Interviewees elaborated on the utilisation of performance metrics and key performance indicators (KPIs) to define and communicate goals. These indicators provide a clear framework for tracking progress and evaluating project success. Some interviewees (44%) emphasised the alignment of goals with the county's strategic plans. Goals and objectives were often derived from the overarching strategic vision, ensuring that they are in harmony with the county's long-term direction.

On the roles the management structure plays in the development of strategies to achieve set goals/objectives, several themes emerged from the responses to this question. Firstly, the role of management structure in strategy development was highlighted. Respondents discussed how the management structure plays a central role in formulating strategies to achieve goals and objectives. This includes defining the steps, timelines, and resources required to reach the desired outcomes.

The importance of coordination and decision-making within the management structure was another key theme. Interviewees described how different departments or units work together to create comprehensive strategies. The decision-making process often involves input from various levels of management. Furthermore, the integration of feedback was mentioned. Respondents emphasised that the management structure allows for the integration of feedback and insights from stakeholders, ensuring that strategies are well-informed and responsive to changing circumstances.

Additionally, the theme of oversight and accountability emerged. Management structures often include mechanisms for monitoring and evaluating strategy implementation. This oversight ensured that strategies remain on track and that adjustments can be made when necessary. Further, the 11 ministers were asked to describe how tasks and responsibilities assigned are tracked within the county to ensure effective project management. A key theme was the existence of formalised systems and procedures. Respondents discussed the use of established systems to assign tasks and responsibilities. These systems often involve clear delegation of roles, responsibilities, and timelines, ensuring accountability.

The role of technology was also mentioned. Almost half of the interviewees (47.2%), highlighted the use of digital tools and software for task assignment and tracking. This technology streamlines project management and facilitates communication among team members. Furthermore, the importance of communication within the management structure was emphasised. Effective communication channels, such as regular meetings, reporting, and collaboration platforms, play a vital role in task assignment and tracking. Lastly, the role of oversight committees or management bodies was a recurring theme. These committees are responsible for monitoring task progress, ensuring adherence to timelines, and taking corrective actions when necessary.

Interviewees provided examples illustrating the positive impact of effective task tracking, control, or reporting on county performance. A recurring theme was improved efficiency. Respondents

described situations where effective monitoring and control measures led to streamlined processes, reduced delays, and enhanced overall project efficiency. Additionally, better resource allocation was mentioned. Effective tracking allowed for the optimal allocation of resources, ensuring that they were directed where they were needed most, resulting in cost savings.

Moreover, timely interventions emerged as a critical theme. Respondents shared instances where early identification of challenges through effective tracking and reporting allowed for prompt corrective actions. These interventions prevented potential project failures and contributed to successful outcomes. Furthermore, improved transparency and accountability were highlighted. Effective tracking and reporting fostered transparency in project management, increasing stakeholder trust and confidence. Accountability mechanisms ensured that responsible parties were held to their commitments.

In summary, content analysis of responses related to management structure revealed key themes, including strategic planning, stakeholder involvement, the use of measurable indicators, alignment with strategic plans, coordination, decision-making, feedback integration, oversight, and accountability. These themes collectively demonstrate how management structures within the county in Nakuru County facilitated the development of effective strategies and the assignment and tracking of tasks and responsibilities to ensure successful project management and positive performance outcomes.

4.3.3 Strategic Communication

The County ministers were also asked on which messaging strategies and communication channels were commonly used within the county for project implementation and stakeholder engagement. The responses indicated a recurring theme of multiple communication channels. Respondents described a diverse range of channels, including meetings, workshops, newsletters, social media,

websites, and community radio. This multiplicity of channels allowed the county to reach a broader audience and engage stakeholders through their preferred means of communication.

Stakeholder engagement emerged as a central theme. Interviewees highlighted the importance of involving various stakeholders, including community members, local leaders, government agencies, and NGOs. This inclusive approach allowed the county to gather diverse perspectives and ensure that stakeholders felt valued and heard.

Additionally, clear and targeted messaging was emphasised. Respondents mentioned that messages were tailored to suit the specific needs and interests of different stakeholder groups. This customization enhanced the relevance and effectiveness of communication efforts. Moreover, the theme of transparency was prominent. Respondents discussed the importance of open and transparent communication, providing stakeholders with access to project information, progress updates, and financial reports. This transparency fostered trust and credibility.

The 11 ministers were asked on how their respective departments evaluated the effectiveness of communication efforts and gathered feedback from stakeholders. Several themes emerged from the responses to this question. Firstly, the use of feedback mechanisms were highlighted. Respondents described the implementation of feedback channels, such as suggestion boxes, surveys, and feedback sessions, to collect input from stakeholders. These mechanisms allowed Nakuru county to gather valuable insights and assess the effectiveness of their communication efforts.

Performance metrics and indicators were another key theme. Interviewees mentioned the use of quantitative and qualitative metrics to evaluate communication effectiveness. These metrics often included indicators related to stakeholder engagement, message reach, and feedback response rates. Additionally, the role of regular evaluations was emphasized. Respondents discussed conducting periodic evaluations of communication strategies and adjusting them based on the findings. This iterative approach ensured that communication efforts remained relevant and impactful.

Furthermore, some interviewees mentioned the use of third-party assessments. Independent assessments or audits of communication efforts were conducted to provide an unbiased evaluation of effectiveness.

The 11 ministers were asked on how their respective departments assessed the impact of its strategic communication efforts on project outcomes and performance. A recurring theme was the use of key performance indicators (KPIs) and project success metrics. Interviewees mentioned that the county define specific KPIs related to project outcomes and performance. These KPIs are used to measure the direct impact of strategic communication efforts on project success. Feedback and stakeholder input played a significant role. Respondents highlighted that stakeholder feedback, including their perceptions and satisfaction levels, was used as an indicator of impact. Positive feedback often indicated that strategic communication contributed to project success.

Moreover, the theme of case studies and success stories emerged. Some interviewees discussed the creation of case studies or success stories that showcased how effective communication positively influenced project outcomes. These stories provided concrete examples of impact. Regular project reviews and assessments were mentioned. The county conducted periodic reviews of projects to assess their overall success, and the role of communication in achieving project objectives was evaluated during these reviews.

The 11 ministers were asked to provide an example of a situation where feedback from stakeholders played a crucial role in enhancing Nakuru County performance. In their response to this question, interviewees shared examples illustrating how feedback from stakeholders played a crucial role in enhancing Nakuru county performance.

A common theme was improved project design and implementation. Respondents described situations where feedback from stakeholders, including community members and local leaders, led

to adjustments in project plans. These adjustments ensured that projects were better aligned with community needs and preferences, ultimately improving project outcomes.

Additionally, enhanced transparency and trust were mentioned. Stakeholder feedback, especially when positive, contributed to increased trust and confidence in county initiatives. This trust, in turn, improved collaboration and stakeholder engagement in future projects.

Moreover, improved problem-solving emerged as a theme. Respondents shared instances where stakeholder feedback helped identify and address issues early in project implementation. Timely problem-solving prevented potential project delays or failures, positively impacting overall county performance.

In summary, content analysis of responses related to strategic communication revealed key themes, including the use of diverse communication channels, stakeholder engagement, targeted messaging, transparency, feedback mechanisms, performance metrics, regular evaluations, third-party assessments, KPIs, and the role of feedback in enhancing project design, transparency, problem-solving, and overall county performance. These themes collectively demonstrate the approach taken by Nakuru County to strategically communicate and engage stakeholders to achieve project success and positive performance outcomes.

4.3.4 Leadership

On leadership, the 11 county ministers were asked to describe the vision and influence of leadership within their departments and how it drives performance. A prominent theme was the role of visionary leadership. Interviewees described how leaders within the county articulate a clear and inspiring vision for the future. This vision serves as a guiding beacon for the county's activities, providing a sense of purpose and direction. Leadership influence on performance was another central theme. Respondents highlighted how leaders set the tone for performance expectations. Their commitment

to achieving Nakuru county's goals, their dedication to transparency and accountability, and their ability to inspire and motivate others all played a pivotal role in driving performance.

Moreover, the theme of strategic decision-making emerged. Leadership within the county departments was described as instrumental in making strategic decisions that aligned with the Nakuru county's vision. These decisions encompassed resource allocation, project prioritization, and goal-setting, among others. Overly, the communication of the vision was emphasized. Leaders effectively communicated the county's vision to all stakeholders, ensuring that everyone understood and embraced the overarching goals.

The 11 ministers were asked to describe how leadership does ensured Nakuru county's vision is effectively translated into actionable strategies and decisions. Several themes emerged from the responses to this question. First, the theme of strategic planning. Respondents discussed how leadership within the county actively engaged in strategic planning sessions. These sessions involved setting goals, defining strategies, and making decisions that directly translated the vision into actionable plans.

The role of collaboration and teamwork was emphasised. Leadership often worked collaboratively with various departments and units within the county to ensure that strategies were well-coordinated and aligned with the vision. Additionally, the theme of communication played a crucial role. Leaders within Nakuru county communicated the vision and its associated strategies to all relevant stakeholders, fostering a shared understanding and commitment to the county's goals.

The use of performance metrics and indicators emerged as well. Interviewees mentioned that leaders established measurable indicators to track progress toward achieving the vision. These indicators served as benchmarks to evaluate the effectiveness of strategies and decisions.

Further, the 11 ministers were asked to outline the measures in place to maintain professionalism within their departments' leadership. The major theme was the emphasis on ethics and integrity.

Leadership within the county departments promoted ethical conduct and adherence to a strict code of ethics. This commitment to integrity helped maintain professionalism within the leadership ranks. Furthermore, the importance of training and capacity building was highlighted. Nakuru county departments often invested in leadership development programs and training to enhance leadership skills, including decision-making, communication, and conflict resolution.

Additionally, the theme of accountability emerged. Leaders within the county were held accountable for their actions and decisions. Accountability mechanisms ensured that professionalism was maintained, and leaders were answerable for their conduct. The role of mentorship and mentorship programs was discussed. Leadership within the county often engaged in mentorship activities, providing guidance and support to emerging leaders, which further nurtured professionalism.

On the examples of leadership decision or action that positively impacted Nakuru county performance, resource allocation became a common prominent theme. Respondents described situations where leadership decisions effectively allocated resources to high-priority projects. This allocation optimisation resulted in cost savings and improved project outcomes. Additionally, enhanced stakeholder engagement emerged as a theme. Leadership decisions that encouraged and facilitated stakeholder involvement led to a more collaborative environment, ultimately improving project success and community satisfaction.

Moreover, the theme of strategic partnerships was mentioned. Leadership decisions to form strategic partnerships with external organizations or agencies positively influenced project outcomes and performance through resource sharing and expertise exchange. Timely and informed decision-making was highlighted. Interviewees shared instances where leadership decisions made in a timely and well-informed manner allowed for swift responses to challenges and opportunities, ultimately contributing to Nakuru county performance.

In summary, the content analysis of responses related to leadership revealed key themes, including visionary leadership, leadership influence on performance, strategic decision-making, communication of the vision, strategic planning, collaboration, communication, performance metrics, ethics and integrity, training and capacity building, accountability, mentorship, resource allocation, stakeholder engagement, strategic partnerships, and the impact of leadership decisions on Nakuru county performance. These themes collectively demonstrate the critical role played by leadership in shaping the vision, strategies, and professionalism in Nakuru County and their influence on performance outcomes.

4.3.5 Stakeholder Involvement

On stakeholder involvement, the 11 ministers were asked to identify plans or strategies followed in their departments to engage with stakeholders in project planning and implementation. The theme of inclusive planning and collaboration was prominent. Respondents described strategies that involved engaging a wide range of stakeholders, including community members, local leaders, government agencies, and non-governmental organisations, in project planning and implementation. Inclusive planning ensured that projects addressed the diverse needs and interests of stakeholders. Furthermore, the use of community forums and consultations emerged. The departments often held community forums, public meetings, or consultation sessions to gather input and feedback from the public during project planning. These forums provided a platform for citizens to voice their opinions and concerns.

The theme of transparency and information sharing was also emphasised. County departments promoted transparency by sharing project information, progress updates, and financial reports with stakeholders. This transparency built trust and credibility, fostering collaboration. Additionally, the role of stakeholder committees (“Barazas”) was discussed. Some departments have established

stakeholder committees or working groups that include representatives from various sectors. These committees played an active role in project planning and decision-making.

On promotion of public citizen participation in decision-making processes regarding county initiatives, the theme of awareness and education was prominent. The departments promoted public citizen participation by raising awareness about decision-making processes and initiatives through public awareness campaigns, community meetings, and information dissemination. Educating citizens about their rights and opportunities for participation was a key aspect.

Moreover, the theme of accessibility and inclusivity was highlighted. The departments ensured that decision-making processes were accessible to all citizens, regardless of their background or location. This inclusivity involved providing multiple channels for citizens to participate, such as online platforms, public meetings, and feedback mechanisms.

The use of feedback mechanisms and citizen input was another central theme. County departments actively sought input from citizens through surveys, suggestion boxes, public hearings, and online portals. This feedback was considered in decision-making processes, enhancing public participation. Additionally, the role of stakeholder engagement plans was discussed. Some county departments developed formal stakeholder engagement plans that outlined strategies for involving citizens in decision-making. These plans were designed to facilitate structured and ongoing citizen participation.

On the example of a successful instance where public citizen participation positively influenced county performance, interviewees shared examples illustrating how public citizen participation positively influenced county performance. A common theme was improved project design and relevance. Respondents described situations where citizen input led to project modifications that better met community needs and preferences. This enhanced project relevance and effectiveness.

Additionally, enhanced ownership and support emerged as a theme. When citizens actively participated in decision-making, they often felt a sense of ownership over county initiatives. This ownership translated into increased support for projects, making it easier to mobilize resources and volunteers.

Moreover, the theme of conflict resolution and community buy-in was mentioned. Public citizen participation allowed for the early identification and resolution of conflicts or objections. This reduced project delays and disruptions and ensured community buy-in, leading to smoother project implementation. Improved project monitoring and evaluation were discussed. Citizen feedback and involvement provided valuable insights into project progress and performance. This information allowed county departments to make timely adjustments and enhancements to ongoing projects, contributing to their success.

The 11 county ministers were asked to identify any challenges or opportunities related to stakeholder involvement that you believe are important to highlight. A recurring challenge was limited resources for engagement. Some county departments faced resource constraints, which impacted their ability to engage stakeholders effectively. This challenge highlighted the need for creative solutions and resource mobilization strategies.

The theme of capacity building emerged. Respondents noted that both county officials and citizens needed capacity-building initiatives to enhance their skills in engagement and participation. Capacity building represented an opportunity for improving stakeholder involvement. Additionally, the theme of varying levels of engagement was discussed. Some citizens were more engaged than others, leading to uneven participation. County departments recognized the importance of finding strategies to encourage greater citizen participation and ensuring that marginalized groups were included.

Furthermore, the role of technology and digital platforms was highlighted as an opportunity. The use of digital platforms, such as social media and online forums, provided an opportunity to engage

citizens more efficiently and inclusively. In summary, the content analysis of responses related to stakeholder involvement revealed key themes, including inclusive planning, community forums and consultations, transparency and information sharing, stakeholder committees, awareness and education, accessibility and inclusivity, feedback mechanisms, citizen input, and the role of stakeholder engagement plans. These themes collectively demonstrate the strategies and efforts made by Nakuru County to engage stakeholders in decision-making processes and highlight the positive impact of citizen participation on project design, ownership, conflict resolution, and project monitoring. Challenges and opportunities, such as resource constraints, capacity building, varying levels of engagement, and the role of technology, were also identified in relation to stakeholder involvement.

4.3.2.1 Performance in Nakuru County

The interviewees were asked to identify the county measures used to assess the financial performance of projects/programs. A common theme was the use of financial reporting and budget tracking. Respondents described the importance of maintaining accurate financial records and regularly reviewing budgets to assess the financial health of projects and programs. These financial reports allowed for tracking expenditures, revenue, and cost efficiency.

The theme of financial audits and compliance emerged. Nakuru County often conducts financial audits to ensure compliance with financial regulations and transparency in financial management. Audits provided an independent evaluation of financial performance. Moreover, the role of financial ratios was discussed. Respondents mentioned the use of financial ratios such as return on investment (ROI), cost-benefit analysis, and cost-effectiveness analysis to evaluate the financial performance of projects and programs.

Additionally, some interviewees discussed the alignment of financial performance with project objectives. They emphasized the importance of assessing whether financial resources were effectively allocated to achieve project goals and objectives.

Specifically, the aa ministers were asked to identify the typical financial metrics or indicators used to evaluate county performance. The commonly used was budget variance analysis. Nakuru County often compared actual expenditures and revenue against budgeted amounts to assess variances. This analysis allowed for identifying areas of overspending or cost savings.

The theme of revenue generation and cost recovery emerged. Respondents discussed metrics related to the generation of revenue from projects or programs and the ability to recover costs. These metrics were used to assess financial sustainability.

Moreover, the theme of return on investment (ROI) was highlighted. Nakuru County calculates ROI to measure the financial benefits obtained from investments in projects and programs. ROI helped assess the profitability of initiatives. Additionally, cost-effectiveness and cost-benefit analysis were mentioned. The county used these analyses to evaluate the efficiency and effectiveness of projects in achieving their intended outcomes relative to their costs.

Further, on which non-financial aspects of performance were important to Nakuru county and how they were evaluated, impact assessment was identified. The counties considered the social, environmental, and community impact of projects and programs. Impact assessments were conducted to measure non-financial outcomes and benefits.

The theme of stakeholder satisfaction and feedback also emerged. Nakuru County actively sought feedback from stakeholders, including community members and project beneficiaries, to assess their satisfaction with project outcomes and the quality of services provided. Moreover, the role of qualitative evaluations was discussed. Respondents mentioned the use of qualitative assessments

and case studies to capture non-financial aspects of performance, such as the empowerment of communities, improved living conditions, and social inclusion.

Additionally, the theme of alignment with strategic goals was emphasized. The County assessed non-financial performance by evaluating the extent to which projects and programs contributed to the achievement of broader strategic goals and objectives.

Furthermore, the 11 ministers were requested to highlight and share example on how attention to non-financial aspects had contributed to positive outcomes in the county. A common one was improved community well-being. Respondents described situations where projects that focused on non-financial aspects, such as healthcare access, education, and clean water, significantly improved the well-being of community members. These improvements positively impacted the quality of life for residents.

Moreover, enhanced social cohesion and inclusion were mentioned. Nakuru county initiatives that prioritized non-financial aspects, such as community engagement and social programs, fostered stronger community bonds and reduced social inequalities. Additionally, the theme of sustainable development emerged. Respondents shared instances where projects that considered non-financial aspects, such as environmental sustainability and cultural preservation, contributed to long-term sustainable development in the county.

In summary, content analysis of responses related to organisation performance highlighted the importance of measuring and assessing both financial and non-financial aspects of performance of Nakuru County. Financial aspects were assessed through financial reporting, budget tracking, financial audits, and various financial metrics. Non-financial aspects included impact assessments, stakeholder satisfaction, qualitative evaluations, and alignment with strategic goals. Examples illustrated how attention to non-financial aspects of performance contributed to positive outcomes, including improved community well-being, social cohesion, inclusion, and sustainable development.

These themes collectively demonstrated the comprehensive approach taken by Nakuru County to evaluate and optimize their performance.

4.4 Discussion of the Findings

Mutua (2014) focused on the role of strategy execution in Kenya Medical Training College's organisational performance using content analysis technique. He discovered that Strategic implementation action has a direct impact on organisational performance which concurs with the findings from this study strategic implementation has an influence on the performance of Nakuru County.

According to Ingo Leifner (2003), resource allocation directly influences the behaviour of academics and managers in higher education, particularly their levels of activity as well as the kinds of activities they engage in and their ways of dealing with risks. Empirical analyses partly confirm these hypotheses. It can be shown that changes in resource allocation have an impact on the level and type of activity academics concentrate on but not on the long-term success of universities. This is in accord with our finding that resource allocation had a positive influence on the performance of Nakuru County.

Fitria, Mukhtar and Akbar (2017) analysed the influence of organisational structure and leadership, to teacher performance in the private secondary school in Palembang city. This research used a quantitative method with path analysis technique (path analysis). Samples in this study were 326 teachers from 1,773 private junior high school teachers in Palembang city. The finding of the study showed that: (1) there was a direct positive effect of organisational structure to teacher performance, (2) there was a direct positive effect of leadership to teacher performance. Both of their findings concurred with our findings since we also established a direct influence of leadership and management structure on performance in Nakuru County.

CHAPTER FIVE

5.1 Introduction

This Chapter provides an overview of the study's findings, discussing the implications and relevance of the results. The study aimed at determining the role of strategy implementation on the performance of Nakuru county, Kenya. To achieve that objective, the study developed five specific objectives. Specifically, to investigate the influence of resource allocation, management structure, strategic communication, leadership and stakeholders' involvement on the performance of Nakuru county.

5.2 Summary of study Findings

This research used a case study and executives from the 11 departments in Nakuru county were interviewed. The respondents included the 11 ministers, one from each of the 11 county departments. The study got 11 responses giving a response rate of 100%.

Based on the qualitative findings related to the first objective, which aimed to determine the influence of resource allocation on the performance of Nakuru County, the study found that resource allocation in Nakuru County was well-structured and systematic process. The study's findings shed light on the intricate process of resource allocation within Nakuru County. County ministers described a well-structured approach that begins with strategic planning, aligning resource allocation with the county's overarching goals. Stakeholder participation and needs assessments are integral, involving community members and experts to identify project priorities and specific requirements. Budgetary considerations and fiscal responsibility play a significant role in decision-making, constrained by available budgets and financial feasibility. Emphasis is placed on the potential community impact of projects, with a focus on initiatives that promise substantial benefits. Strategic alignment is maintained through regular reviews, ensuring adaptability to changing circumstances. A structured decision-making process and performance metrics aid in systematic resource allocation,

while monitoring mechanisms, oversight committees, and budget control measures promote accountability and efficient resource utilization.

Moreover, the study revealed tangible benefits arising from effective resource monitoring and control. These benefits include heightened accountability among project stakeholders, timely interventions to prevent project delays or failures, and enhanced community satisfaction when projects are completed within budget and with optimal resource utilization. Overall, these findings illustrate a comprehensive and collaborative approach by Nakuru County to allocate and manage resources effectively, ultimately leading to improved county performance and positive community outcomes.

Based on the qualitative findings related to the second objective, which aimed to determine the influence of management structures on the performance of Nakuru County, the study revealed the pivotal role of management structures within Nakuru County in setting and communicating goals and objectives for various initiatives and projects. Strategic planning sessions were identified as a fundamental starting point for goal initiation, involving key stakeholders to identify and communicate objectives. These objectives were communicated through channels such as meetings, reports, and official documents. Additionally, stakeholder involvement was highly emphasised, ensuring that objectives reflected the diverse interests within county. The use of measurable indicators, including performance metrics and key performance indicators (KPIs), provided a clear framework for goal definition and communication. Moreover, goals were often aligned with the county's strategic plans, ensuring harmony with long-term objectives.

Furthermore, the study highlighted the multifaceted roles played by management structures in strategy development to achieve set goals and objectives. Management structures were instrumental in formulating strategies, defining steps, timelines, and resource requirements to reach desired outcomes. The coordination and decision-making processes within these structures allowed different

departments to collaborate effectively. Feedback integration ensured that strategies remained well-informed and responsive to changing circumstances. Oversight and accountability mechanisms were evident within management structures, monitoring strategy implementation and allowing adjustments when necessary. The study also revealed the existence of formalised systems and procedures for task assignment and tracking, often involving technology for streamlined project management. Effective communication channels played a vital role in task assignment and tracking. Oversight committees and management bodies were responsible for monitoring task progress, adhering to timelines, and taking corrective actions when needed. The positive impact of effective task tracking, control, or reporting included improved efficiency, better resource allocation, timely interventions, transparency, and accountability, all contributing to enhanced county performance. The findings underscore the crucial role of management structures in Nakuru County in facilitating effective goal setting, strategy development, and task assignment and tracking. These structures play a central role in promoting collaboration, accountability, and transparency, ultimately leading to improved county performance and successful project outcomes.

Based on the qualitative findings related to the third objective, which aimed to examine the influence of strategic communication on the performance of Nakuru County, the study uncovered a diverse array of communication strategies and channels used within Nakuru County for project implementation and stakeholder engagement. Respondents highlighted the importance of multiple communication channels, including meetings, workshops, newsletters, social media, websites, and community radio. These varied channels allowed Nakuru county to reach a broader audience and engage stakeholders through their preferred means of communication. Stakeholder engagement emerged as a central theme, emphasising the involvement of various stakeholders, including community members, local leaders, government agencies, and NGOs. Customised and targeted messaging was also emphasized, tailoring messages to suit the specific needs and interests of

different stakeholder groups. Transparency was prominent, with open and transparent communication providing stakeholders with access to project information, progress updates, and financial reports, fostering trust and credibility.

Regarding the evaluation of communication effectiveness and gathering feedback from stakeholders, Nakuru county employed various mechanisms, including feedback channels such as suggestion boxes, surveys, and feedback sessions. Performance metrics and indicators were used to quantitatively and qualitatively assess communication effectiveness, including indicators related to stakeholder engagement and feedback response rates. Regular evaluations and third-party assessments ensured that communication strategies remained relevant and impactful. When assessing the impact of strategic communication efforts on project outcomes and performance, Nakuru county relied on key performance indicators (KPIs), stakeholder feedback, and case studies or success stories. Stakeholder feedback, in particular, served as an indicator of impact, and positive feedback often indicated that strategic communication contributed to project success.

In specific examples provided by the respondents, feedback from stakeholders played a crucial role in enhancing Nakuru county performance. Feedback led to improved project design and implementation, aligning projects with community needs and preferences. It also enhanced transparency and trust, contributing to increased collaboration and stakeholder engagement in future projects. Moreover, feedback facilitated problem-solving, allowing for the early identification and resolution of issues during project implementation, thereby positively impacting overall county performance. In summary, these findings illustrate the comprehensive and dynamic approach taken by Nakuru County to strategically communicate, engage stakeholders, and leverage feedback mechanisms to achieve project success and enhance overall county performance.

Based on the qualitative findings related to the fourth objective, which aimed to evaluate the influence of leadership on the performance of Nakuru County, the study revealed the significant

impact of leadership within Nakuru County, particularly emphasising the role of visionary leadership. The respondents described how leaders articulated clear and inspiring visions for the future, serving as guiding beacons for all county activities. These visionary leaders set performance expectations by demonstrating a commitment to the county's goals, transparency, accountability, and the ability to inspire and motivate others. Furthermore, leadership played a pivotal role in making strategic decisions that aligned with the county's vision, encompassing resource allocation, project prioritisation, and goal-setting. Effective communication of the vision to all stakeholders was another essential aspect of leadership's influence on performance, ensuring a shared understanding and commitment to overarching goals.

Regarding the translation of the county's vision into actionable strategies and decisions, leadership actively engaged in strategic planning sessions, setting goals, defining strategies, and making decisions that directly aligned with the vision. Collaboration and teamwork were emphasized, as leaders worked closely with various county departments and units to ensure well-coordinated strategies. Effective communication of the vision and associated strategies to stakeholders fostered a shared commitment. Leaders established measurable indicators to track progress toward achieving the vision, providing benchmarks to evaluate the effectiveness of strategies and decisions. Maintaining professionalism within county leadership involved a strong emphasis on ethics and integrity, training and capacity building, accountability, and mentorship activities.

In specific examples provided by the 11 ministers, leadership decisions positively impacting county performance included resource allocation optimisation, enhanced stakeholder engagement, strategic partnerships, and timely and informed decision-making. Leadership decisions effectively allocated resources to high-priority projects, resulting in cost savings and improved project outcomes. Encouraging stakeholder involvement and facilitating collaboration led to better project success and community satisfaction. Strategic partnerships with external organizations or agencies positively

influenced project outcomes through resource sharing and expertise exchange. Timely and well-informed decision-making allowed for swift responses to challenges and opportunities, ultimately contributing to Nakuru county performance. In summary, these findings underscore the critical role played by visionary leadership in shaping the vision, strategies, and professionalism in Nakuru County, and their substantial influence on performance outcomes.

Based on the qualitative findings related to the fifth objective, which aimed to establish the effects of stakeholder involvement on the performance of Nakuru County, the study illuminated the pivotal role of stakeholder involvement in Nakuru County, highlighting the theme of inclusive planning and collaboration. The county departments actively engaged a wide range of stakeholders, including community members, local leaders, government agencies, and NGOs, in project planning and implementation. This inclusive approach ensured that projects addressed the diverse needs and interests of stakeholders, leading to improved project relevance and effectiveness. Community forums, public meetings, and consultation sessions were common strategies employed by Nakuru county to gather input and feedback from the public during project planning, providing citizens with a platform to voice their opinions and concerns.

Transparency and information sharing emerged as another essential theme, with the county departments promoting transparency by sharing project information, progress updates, and financial reports with stakeholders. This transparency built trust and credibility, fostering collaboration and community buy-in. Stakeholder committees or working groups, known as "Barazas," played an active role in project planning and decision-making, ensuring that various sectors were represented in the process.

Citizen participation in decision-making processes was facilitated through awareness and education, ensuring that citizens were aware of their rights and opportunities for participation. County departments also prioritised accessibility and inclusivity, providing multiple channels for citizens to

participate, such as online platforms, public meetings, and feedback mechanisms. Feedback mechanisms and citizen input were actively sought, with surveys, suggestion boxes, public hearings, and online portals being employed to collect input from citizens. Formal stakeholder engagement plans were developed to facilitate structured and ongoing citizen participation in decision-making processes.

In specific examples provided by the county ministers, public citizen participation positively influenced Nakuru county performance through improved project design and relevance, enhanced ownership and support, conflict resolution, smoother project monitoring and evaluation, and community buy-in. Challenges related to stakeholder involvement included limited resources for engagement, highlighting the need for creative solutions and resource mobilization. Capacity building initiatives for both county officials and citizens represented an opportunity to enhance engagement and participation. Varying levels of engagement among citizens also posed a challenge, emphasizing the importance of strategies to encourage greater participation and inclusion of marginalized groups. Additionally, the use of technology and digital platforms offered an opportunity to engage citizens more efficiently and inclusively.

In summary, these findings underscore the importance of stakeholder involvement in decision-making processes within Nakuru County. Inclusive planning, transparency, citizen education, and feedback mechanisms contribute to improved project design, ownership, conflict resolution, and monitoring, ultimately enhancing county performance. Challenges related to resource constraints and varying levels of engagement are acknowledged, while opportunities for capacity building and digital engagement are recognized as strategies to further improve stakeholder involvement.

5.3 Conclusion

Based on the summary of findings for each of the objectives, the following conclusions can be drawn:

Resource Allocation: The study reveals that resource allocation within Nakuru was systematic and well-structured process guided by strategic planning, stakeholder involvement, and fiscal responsibility. County ministers emphasise the importance of aligning resource allocation with overarching goals and community impact, while budgetary constraints and regular reviews ensure adaptability. Effective resource monitoring and control mechanisms have led to heightened accountability, timely interventions, cost savings, and improved community satisfaction, collectively demonstrating a comprehensive and collaborative approach to resource management that positively influences Nakuru county performance.

Management Structures: The findings highlight the pivotal role of management structures within Nakuru County in goal-setting, strategy development, and task assignment and tracking. These structures foster collaboration, accountability, and transparency, ensuring that objectives are well-informed and responsive to changing circumstances. Formalised systems, technology integration, and communication channels facilitate efficient project management, while oversight committees promote accountability and resource utilisation. Effective task tracking and reporting have led to enhanced efficiency, better resource allocation, timely interventions, transparency, and accountability, collectively contributing to improved Nakuru county performance.

Strategic Communication: The study underscores the significance of diverse communication strategies and channels within Nakuru County, emphasising stakeholder engagement, customised messaging, and transparency. Regular evaluations and third-party assessments ensure communication strategies' relevance and impact. Stakeholder feedback serves as a critical indicator of strategic communication's positive impact, fostering project success and community trust. The

examples provided demonstrate that feedback plays a pivotal role in enhancing project design, transparency, problem-solving, and overall county performance, illustrating a dynamic and comprehensive approach to strategic communication and stakeholder engagement.

Leadership: The findings emphasise the profound influence of visionary leadership within Nakuru County. Visionary leaders set clear goals, promote transparency, accountability, and inspire others, shaping Nakuru county's strategic decisions and communication. Collaborative strategic planning, teamwork, and effective communication ensured that the county's vision is translated into actionable strategies. The study highlights the significance of ethics, integrity, capacity building, accountability, and mentorship in maintaining professionalism within county leadership. Positive leadership decisions positively impact Nakuru county performance through resource allocation optimisation, enhanced stakeholder engagement, strategic partnerships, and timely decision-making.

Stakeholder Involvement: The study reveals that stakeholder involvement plays a pivotal role in Nakuru County, with inclusive planning and collaboration being key strategies. Transparent communication and information sharing build trust, and stakeholder committees actively participate in project planning. Public citizen participation is promoted through awareness, education, and accessibility, with feedback mechanisms ensuring ongoing engagement. Examples illustrate how stakeholder involvement positively influences county performance by improving project design, enhancing ownership, facilitating conflict resolution, and enabling effective project monitoring. Challenges include resource constraints and varying levels of engagement, while technology presents opportunities for more efficient and inclusive citizen participation. Overall, stakeholder involvement is a cornerstone of improved performance in Nakuru County.

These conclusions collectively underscore the dynamic and multifaceted approaches taken by Nakuru County to enhance their performance across various dimensions, including resource allocation, management structures, strategic communication, leadership, and stakeholder

involvement. These findings offer valuable insights into the strategies, challenges, and opportunities that contribute to effective governance and positive community outcomes within Nakuru county.

5.4 Recommendation

Theory

Based on the conclusions drawn from the study's findings, one key recommendation for theory development in the field of governance and performance improvement in counties or similar administrative units is to further explore the concept of "Dynamic Governance." Dynamic Governance would encompass the multifaceted and adaptable approaches identified in this study, such as strategic planning, stakeholder engagement, transparency, visionary leadership, and inclusive decision-making processes

This theory should emphasise the interplay and synergy among these factors, highlighting how they collectively contribute to effective governance and improved performance outcomes. Additionally, Dynamic Governance addresses the challenges and opportunities identified, such as resource constraints, varying levels of stakeholder engagement, capacity building, and the role of technology. By advancing a theory of dynamic governance, researchers and policymakers can gain a deeper understanding of the intricate processes and mechanisms that underpin successful county administration. Such a theory serves as a valuable framework for guiding policy reforms and governance practices in counties and similar administrative units, ultimately enhancing their ability to deliver services, allocate resources efficiently, and engage with communities effectively.

Policy

Based on the conclusions drawn from the study's findings, one key policy recommendation is to encourage and support capacity-building initiatives for county officials and citizens in Nakuru County and similar administrative units. These capacity-building programs should focus on enhancing skills related to governance, stakeholder engagement, communication, and leadership.

By investing in training and development opportunities for county officials, policymakers can ensure that leaders are well-equipped to play their pivotal roles in governance, decision-making, and strategy execution. Additionally, citizen-focused capacity-building programs can empower the community to actively participate in decision-making processes, understand their rights, and engage effectively with county departments.

Furthermore, policymakers should explore innovative ways to leverage technology and digital platforms to facilitate citizen engagement and communication. This includes the development of user-friendly online portals, social media channels, and interactive platforms that enable efficient and inclusive interactions between county departments and the public.

Ultimately, by prioritising capacity-building and embracing technology as part of governance reforms, policymakers can promote more effective governance practices, enhance stakeholder involvement, and contribute to improved performance outcomes in county departments and similar administrative units.

Practice

Based on the conclusions drawn from the study's findings, one key practical recommendation is for county administration in Nakuru County and similar regions to establish and formalise structured mechanisms for stakeholder involvement and feedback collection. This includes creating dedicated stakeholder committees or working groups, conducting regular community forums and consultation sessions, and implementing robust feedback mechanisms such as surveys and suggestion boxes.

These structured mechanisms should be designed to encourage active citizen participation in decision-making processes, project planning, and implementation. Additionally, County administrations should prioritise transparency by proactively sharing project information, progress updates, and financial reports with stakeholders. Effective communication strategies should be

employed to ensure that citizens are well-informed about their rights and opportunities for engagement.

Furthermore, county administrations should consider embracing technology and digital platforms to enhance stakeholder engagement and feedback collection. This could involve the development of user-friendly online portals and the utilization of social media for outreach and interaction.

By implementing these practical recommendations, county administrations can foster a culture of inclusive governance, enhance community buy-in and support for projects, and ultimately improve county performance and the overall well-being of the local population.

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APPENDICES

Appendix I: Consent

Greetings.

The interview has been developed for academic research purposes and is designed to gather valuable insights on “Strategy implementation and performance of Nakuru County”. Your participation is completely voluntary and your responses will remain anonymous and confidential. Your honest and thoughtful response are crucial to ensure the accuracy and reliability of the study's results. The interview should take approximately 15 minutes to complete and we appreciate your time and effort.

Please answer each question to the best of your ability. Thank you for your participation.

Blessings

Appendix II: Interview Schedule

Section A: Demographic Characteristics

1. County: _____

2. Respondent's Designation: _____

3. Gender:

A. Male	B. Female
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4. Age:

A. 20-24 years	B. 25-34 years
C. 35-39 years	D. 40-44 years
E. 45 years and above	

5. Education Level:

A. No formal education	B. Primary education
C. Secondary education	D. Tertiary education
E. University education	

6. Number of years in current position: _____

SECTION B: STRATEGY IMPLEMENTATION

Resource Allocation

7. Kindly describe the process your department follows for identifying and prioritising resources for various projects and initiatives?

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8. How does your department ensure that the allocation of resources aligns with its strategic goals and objectives?

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9. How does your department monitor the utilisation of allocated resources throughout the implementation of projects or programs?

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10. Can you provide an example of a situation where effective resource monitoring and control led to improved departmental performance?

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Management Structure

11. How does your department set and communicate its goals and objectives for various initiatives and projects?

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12. How are tasks and responsibilities assigned and tracked within your department to ensure effective project management?

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13. Could you share an instance where effective task tracking, control, or reporting positively impacted the county department's performance?

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Strategic Communication

14. What messaging strategies and communication channels are commonly used within your county for project implementation and stakeholder engagement?

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15. How does your county department evaluate the effectiveness of its communication efforts and gather feedback from stakeholders?

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16. How does your department assess the impact of its strategic communication efforts on project outcomes and performance?

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17. Can you provide an example of a situation where feedback from stakeholders played a crucial role in enhancing county departmental performance?

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Leadership

18. Can you describe the vision and influence of leadership within your department and how it drives performance?

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19. How does leadership ensure that the county department’s vision is effectively translated into actionable strategies and decisions?

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20. What measures are in place to maintain professionalism within your department’s leadership?

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21. Could you provide an example of a leadership decision or action that positively impacted the county department’s performance?

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Section C: Stakeholder Involvement

22. What plans or strategies does your department have for engaging with stakeholders in project planning and implementation?

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23. How does your department promote public citizen participation in decision-making processes regarding the county initiatives?

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24. Can you provide an example of a successful instance where public citizen participation positively influenced the department's performance?

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25. Are there any challenges or opportunities related to stakeholder involvement that you believe are important to highlight?

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Section D: Organisation Performance

Financial Aspects of Performance

26. How does your department measure and assess its financial performance related to projects and programs?

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27. What financial metrics or indicators are typically used to evaluate county performance?

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Non-Financial Aspects of Performance

28. What non-financial aspects of performance are important to your department, and how are they evaluated?

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29. Could you share an example of how attention to non-financial aspects of performance contributed to positive outcomes in your department?

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General Questions:

a) Can you provide examples of specific initiatives or projects that demonstrate the impact of the variables we discussed on county performance?

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b) Are there any challenges or obstacles related to resource allocation, management structure, strategic communication, leadership, stakeholder involvement, or performance that your department has encountered?

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c) Are there any best practices or lessons learned that you would like to highlight regarding the relationship between these variables and county performance?

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d) Do you have any additional insights or comments related to the research objectives and variables that you would like to share?

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Thank you for your participation.

Your responses will be used for research purposes only and your personal information will remain confidential.

Appendix IV: Map of Nakuru County

Overview of Sub-Counties

Sub-County	Population	Area (Km ²)
Naivasha	304,281	1,685
Njoro	250,954	713
Nakuru Town East	213,361	74
Nakuru Town West	206,695	251
Gilgil	206,484	1,384
Bahati	195,847	375
Rongai	176,660	1,049
Molo	168,929	479
Kuresoi North	168,403	572
Kuresoi South	156,707	560
Subukia	128,258	391

(Source: KNBS 2017 Projections and Nakuru County Commissioner Office)

