

Influence of Resource Influence the Implementation of the County Integrated Development Plan of Kisii County, Kenya

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Abstract

In Kenya, the county Governments are required by planning and budgeting guidelines (URT, 2011) to have five years strategic plans (CIDP) which all the counties comply. However, its implementation is always not effective. In Kisii County, CIDP implementation seem not effective as per audit reports for four consecutive years from the controller and auditor general for financial year 2013/2014; 2014/2015; 2015/2016 and 2016/2017 which shows that most of the funds planned for projects were diverted. It is for this reason that this study wished to assess the factors influencing the implementation of County Integrated Development Plan in Kisii County-Kenya. The study adopted a descriptive survey research design. The study chose this research design because the study aimed at collecting information from respondents on their attitudes and opinions in relation to factors influences the implementation of strategic plans in County Government. The study targeted the members of the county Government, Chief executive officers, chief offices, about 3,000 staff of the county from various sections, stakeholders (contractors, chambers of commerce, NGO council members and the citizen of Kisii. The sample size of 384 respondents was determined using the Fisher et al., (1998) formulae. MCA, CEC and chief officers were purposively sampled while other county staff and stakeholders were Stratified then randomly sampled. Interviewer administered questionnaires were used as a data collection tool. Quantitative data was analyzed using descriptive statistics and presented data in tables. The study established that top leadership influenced operations in the county government yet they lacked strategies to facilitate employee's performance; there was no enough skilled staff to implement the CIDP; the resource were always not availability for the implementation of the CIDP. Culture of Corruption, Politicizing every development initiative, culture of Tribalism and Nepotism had contributed to ineffective implementation of CIDP. There was delay in Stages and process, not restricted to the prioritized projects and no review of plans to ensure effective implementation of projects and services as prioritized in the CIDP. Correlation analysis revealed that leadership support, resources, organization culture and stakeholder involvement positively and significantly influence the implementation of CIDP.

Keywords: implementation, public sector, stakeholders, strategy, organizational resources

Background to the Study

The strategic plan implementation is generally accepted across all sectors in the world due to its apparent contribution to the effectiveness of organizational performance (Gebhardt & Eagles, 2014). Currently, the need to have a strategic plan as a tool for improving organizational performance and competitiveness has been taken seriously by private, public and third-sector organizations (Demirkaya, 2015). However, due to much complexity in

managing organizations in the public sector which are encompassed organizational arrangements, community interests, political choices, and objectives of organization that are sometimes being at odds with those of stakeholders; and hence much attention is needed (Elbanna, Andrews, Pollanen, 2015). Therefore, many organizations cannot sustain their competitive advantages, despite having a robust strategy formulation process, because they lack the processes in implementing their strategies.

According to Ferlie and Ongaro (2015), management and strategic planning can be traced back to the 1950s where it originated in for-profit organizations; the private sector is the origin of all tools and models of strategic management circulating today (Joyce & Drumaux, 2014). Later in the 1960s, these management techniques were introduced into the public sector, championed by the US Department of Defence under an initiative known as Planning-Programming-Budgeting Systems (PPBS) (Poister, Edwards, Pasha, & Edwards, 2013). Also, it becomes prominent in government agendas of the UK, the US and France in the early 1970s designed to achieve more rational and strategic policy making. Its expansion encouraged reforms in public administrations in the US and other international reforms in New Zealand, Australia and Canada in the 1980s and 1990s (Hill & Jones, 2013; Demirkaya, 2015).

Moreover, the external stakeholder demanded commitment of public agencies for better management became a motivation for public strategic planning (Poister, Edwards, Pasha, & Edwards, 2013). Thus, the progresses in the public sector have stimulated the need for more responsive, efficient, innovative management techniques and cost-effective in the public domain (Hill & Jones, 2013). So, the survival of public organizations in the new conditions must be flexible and adaptable, delivering value for money through the provision of high-quality and diversified services and goods; being responsive to citizens; stakeholders' participations; guaranteeing the buy-in of employees; and serving citizens and clients with value (Joyce & Drumaux, 2014).

Further, there is a great importance on the results-focused management styles in quest of effective and efficient public sector, and the maxim of strategic management in government is to do better, more, smarter with less resources (Eden & Ackermann, 2013; Elbanna, et al., 2015). More notably, Poister et al., (2013) pointed out that, strategic management is used to guarantee long-term viability and public agency's success. The value of this adaptable tool has been cherished in the public sector and it is now practiced around the world.

Over the past three decades, countries in Africa have been undertaking public sector reforms with a view to improving accountability, transparency, efficiency, and effectiveness as part of efforts to improve quality delivery of public services (Lufunyo, 2013). In 1980s, poor performance in public agencies were experienced in Africa, and hence called for new and major comprehensive public sector reforms strategy aimed to address service delivery problems (Kesik & Canpolat, 2014). Three waves of public service reforms were witnessed in Africa namely; structural reforms - felt in the early 1980's; capacity building - practised in the 1990's and the ongoing service delivery improvement started early 2000's (World Bank, 2012). Moreover, the reforms were packaged with performance tools in public service, the

famous tools include strategic plans and performance contracts in public service (Lufunyo, 2013).

1.1.Problem of the Statement

In Kenya, the county Governments are required by planning and budgeting guidelines (URT, 2011) to have a five years strategic plan (CIDP) which all the counties comply. However, its implementation is always not effective. In Kisii County, CIDP implementation seem not effective as per audit reports for four consecutive years from the controller and auditor general for financial year 2013/2014; 2014/2015; 2015/2016 and 2016/2017 which shows that most of the funds planned for projects were diverted.

Studies have shown that 50% to 70% of firms fail to execute their strategies accordingly (Lynch, 2012; Gebhardt & Eagles, 2014); while in most cases, companies' strategies deliver only 63% of their promised financial value (Ferlie & Ongaro, 2015). Implementation of strategies involves a system-wide approach that directs the organization in the efficient and effective utilization of resources (Schaap, 2012; Hill & Jones, 2013).

Further, excellent strategy execution without sound strategy is as bad as an excellently crafted strategy with poor execution (Joyce & Drumaux, 2014; Demirkaya, 2015). So, formulation of strategy and implementation of strategy need to be thought as two sides of the same coin; that is, formulation and implementation depend on each other to avoid strategic failures (Wanjiku & Ombui, 2013; Elbanna, Andrews, Pollanen, 2015). Furthermore, implementation of strategy is commonly one of the most time consuming and complicated aspects of the strategic management process; while formulating strategy is mainly an intellectual and creative act involving analysis and synthesis; strategy execution is a linkage between formulation and control (Lynch, 2012; Elbanna, Thanos & Colak, 2014).

Literature Review

Abok, Gakure, Waititu and Ragui (2013) conducted a study on the factors influencing the implementation of strategic plans in non-governmental organizations (NGOs) in Kenya. This study established that organizations with a supportive environment and available resources were successful in incorporating culture that stimulated teamwork spirit, togetherness, and willingness to share and implement organisation goals. Also, Nkosi (2015) similarly highlighted the crucial role of resources in the study on, factors affecting strategy implementation in a local municipality in Mpumalanga Province, South Africa, where lack of adequate financial resources was a significant challenge in strategy implementation. Gachua and Mbugua (2016) in their study, "Factors Affecting Strategy Implementation in Private Universities in Kiambu County, Kenya" confirmed that, the implementation of strategies in private universities is highly influenced by management commitment and availability of resources for strategic decision making.

Similarly, Mumbua and Mingaine (2015) in the study on "Factors Influencing Implementation of Strategic Plans in the Municipal Council of Machakos, Kenya" revealed that, there is no proper alignment of resources with the strategic plans of the Council. However, the study considered only human information resources while other resources such

as materials and financial resources were not reflected in this study. This study, having looked at a variety of other studies, attempts to take a broader focus, including a range of resources and assess how they influence the implementation of strategic plans in the public sector. Implementation in Kenya's national treasury; and established that organizational culture, as reflected through shared beliefs and values, is aligned with strategies.

Gitahi (2012) highlights that organizations in today's dynamic environment would only be successful if they could operationalize strategy by using appropriate leadership to align culture and resources so as to obtain a match with their stakeholder's resources in order to implement a strategy successfully. Hamid, Maheen, Cheem and Yaseen (2017) further highlight that the higher level of compensation management, organizational citizenship behavior and employee development practices lead to a higher level of organizational performance. Ismail, Uli and Abdular (2012) recommend that internal capabilities and their resources are necessary to achieve competitive advantage. Therefore, this study hopes to consider the influence of this variable and other factors on implementation of strategic plans in the County Governments of Kisii.

A study on the impact of organizational culture on implementing strategies in Iranian banks (Ahmad, Salamzadeh, Daraei & Akbari, 2012) revealed that, there was a significant relationship that existed between organizational culture and implementation of strategy; and further indicated that, all types of cultures had substantial relationships with the execution process, but the extent of the culture's influence varied from the clan culture (most effective) to the hierarchy culture (least effective). Also, a study involving Latin American firms revealed that corporate culture which is supportive of values and principles in the new strategy, resulted in successful execution of strategy (Prenestini & Lega, 2013).

Moreover, Alamsjah (2011) in a study entitled "Key Success Factors in Implementing Strategy: Middle-Level Managers' Perspectives" highlighted the importance of supporting managers at the middle-level with good corporate culture, meaning, shared thoughtful about how things are done within the organization, which enabled them to successfully implement strategies. Further, Waititu (2016) studied the strategy implementation in commercial banks in Nairobi; where was found that those who invested heavily in innovation on functional organizational culture, effective communication systems, and inspirational leadership recorded a high level of strategy execution and improved organization performance. Lastly, Koech and Were (2016) looked at strategy implementation in Kenya's national treasury; and established that organizational culture, as reflected through shared beliefs and values, is aligned with strategies.

Kamaamia (2017) postulates that all constituent components of organizational culture including goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance. Ahmed and Shafiq (2014) further highlight that all the dimensions of the culture influence the different perspective of organizational performance. According to Oduol (2015), for performance of firms to improve, present organization culture should be supportive and compatible with intended strategies and day to day running of activities of employees.

Ahlstrand, Lampel and Mintzberg (1999), defined organizational culture as the shared beliefs and values that are reflected in traditions, habits and in more tangible manifestations such as stories, symbols, even buildings and products. According to Graham (2007), corporate culture, evolve from various factors such as, top management practices, strong groups within the organization, policies and practices, organizational structure, rewards, recognition and promotion among others.

Therefore, this study hopes to consider the influence of this variable and other factors on implementation of strategic plans in Kisii County.

The study by Gedi and Muturi (2016) on “Influence of Communication on Stakeholders Strategy Implementation in Garissa County, Kenya” revealed that there was insignificant influence of communication to stakeholders towards execution of strategy and hence, the study suggested the need to plan for public relations and communication which is fully funded. Moreover, Harriet, Kwabena and Asuo (2014), in their studies argued that involvement of stakeholder gives a way of safeguarding consent from the governed in a clearer way and can avoid oppositional confrontations or reduce litigations. Therefore, the deeper public relations which are grounded on reliable opportunities for meeting and concern sharing are likely to build trustworthiness and confidence to facilitate execution of policy and revising processes.

Research Methodology

The sample size of 384 respondents was determined using the Fisher et al., (1998) formulae. MCA, CEC and chief officers were purposively sampled while other county staff and stakeholders were Stratified then randomly sampled. Interviewer administered questionnaires were used as a data collection tool. Quantitative data was analyzed using descriptive statistics and presented data in tables.

Findings

Influence of resource on the implementation of the County Integrated Development Plan of Kisii County

Table 1: The influence of resource on the implementation of CIDP

Statement	Mean	Std. Dev.
There are enough skilled staff to implement the CIDP	2.023	0.058
The resource are always availability for the implementation of the CIDP	2.046	0.067
The treasury timely disperse funds to enable the implementation of the CIDP	2.066	0.001
The allocation made for various projects are always sufficient to effectively implement the CIDP	2.072	0.052

Key: 1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = strongly agree.

The results in table1 show that the respondents disagree (mean 2.00) that there was enough skilled staff to implement the CIDP; the resource were always availability for the implementation of the CIDP; that the treasury timely dispersed funds to enable the implementation of the CIDP; and that the allocation made for various projects were always sufficient to effectively implement the CIDP.

Table 2: Correlation between resource factors and implementation of CIDP

Resource factors		Implementation of CIDP	
Spearman's rho	Availability	Correlation Coefficient	.432**
		Sig. (1-tailed)	.000
		N	323
	Dispersment	Correlation Coefficient	.322**
		Sig. (1-tailed)	.000
		N	323
	Allocation	Correlation Coefficient	.444**
		Sig. (1-tailed)	.000
		N	323

The analysis results in table 2 show that availability of resources, dispersement and allocation positively and significant correlated with structural implementation of CIDP at ($r=.432^{**}$, $p<.001$), ($r=.322^{**}$, $p<.001$), ($r=.444^{**}$, $p<.001$) and ($r=.434^{**}$, $p<.001$) respectively.

The resources factors were then merged to resources and correlated with implementation of CIDP as show in table 3;

Table 3: Correlation between resource and implementation of CIDP

		Implementation of CIDP	
Spearman's rho	Resources	Correlation Coefficient	.644**
		Sig. (1-tailed)	.000
		N	173

The analysis results in table 3 show that Resource positively and significantly influence the implementation of CIDP at $r=.644^{**}$, $p<.001$ contributing 41.5% variability to the implementation of CIDP when other factors are held constant.

Table 2: Culture influence implementation of CIDP

Statement	Mean	Std Dev.
The culture of Corruption has contributed to ineffective implementation of CIDP	4.323	1.048
The culture of Politicizing every development initiative has contributed to ineffective implementation of CIDP	4.346	0.167
The entrenched culture of Tribalism has contributed to ineffective implementation of CIDP	4.466	0.201
The practicing of Nepotism has contributed to ineffective implementation of CIDP.	4.042	0.152

The results in table 4 show the respondents agree (mean 4.000) that the culture of Corruption had contributed to ineffective implementation of CIDP; the culture of Politicizing every development initiative had contributed to ineffective implementation of CIDP; the entrenched culture of Tribalism had contributed to ineffective implementation of CIDP and that the practicing of Nepotism had contributed to ineffective implementation of CIDP.

Table5: Correlation between culture factors and implementation of CIDP

Cultural factors		Implementation of CIDP	
Corruption		Correlation Coefficient	.542**
		Sig. (1-tailed)	.000
		N	323
Spearman's rho	Politics	Correlation Coefficient	.347**
		Sig. (1-tailed)	.000
		N	323
Tribalism		Correlation Coefficient	.411**
		Sig. (1-tailed)	.000
		N	323
Nepotism		Correlation Coefficient	.403**
		Sig. (1-tailed)	.000
		N	323

The analysis results in table 5 show that Corruption, Politics, Tribalism and Nepotism Positively and significant correlated with implementation of CIDP in terms of Timeliness, Stages and process, planning and review period at ($r=.542^{**}$, $p<.001$), ($r=.347^{**}$, $p<.001$), ($r=.411^{**}$, $p<.001$) and ($r=.403^{**}$, $p<.001$) respectively.

The culture factors were then merged to form culture and correlated with implementation of CIDP as show in table14;

Table 6: Correlation between organization culture and implementation of CIDP.

		Implementation of CIDP	
Spearman's rho	Organization Culture	Correlation Coefficient	.555**
		Sig. (1-tailed)	.000
		N	173

The analysis results in table 6 show that organization culture positively and significantly influence the implementation of CIDP at $r=.555^{**}$, $p<.001$ contributing 30.8% variability to the implementation of CIDP when other factors are held constant.

Conclusion

The study established that top leadership influenced operations in the county government yet they lacked strategies to facilitate employee’s performance; there was no enough skilled staff to implement the CIDP; the resource were always not availability for the implementation of

the CIDP. Culture of Corruption, Politicizing every development initiative, culture of Tribalism and Nepotism had contributed to ineffective implementation of CIDP. There was delay in Stages and process, not restricted to the prioritized projects and no review of plans to ensure effective implementation of projects and services as prioritized in the CIDP. Correlation analysis revealed that leadership support, resources, organization culture and stakeholder involvement positively and significantly influence the implementation of CIDP. Abok, A. M. (2013). Factors Affecting Effective Implementation of Strategic Plans in Non-Governmental Organizations in Kenya, unpublished PhD Thesis, JKUAT-Nairobi.

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