

**ROLE OF STRATEGIC LEADERSHIP ON EXECUTION
OF COUNTY INTEGRATED DEVELOPMENT PLANS BY
COUNTY GOVERNMENTS IN KENYA**

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**Role of Strategic Leadership on Execution of County Integrated
Development Plans by County Governments in Kenya**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

This research thesis is dedicated to my dear wife Teresia, our children: Michael Waribu, David Njuguna and Mark Wainaina for their support and understanding and to my dear mother Anne Waruguru and siblings for their encouragement too.

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LIST OF ACRONYMS AND ABBREVIATIONS

CGA	County Governments Act, 2012
CIDP	County Integrated Development Plans
CIMES	County Integrated Monitoring and Evaluation System
CoG	Council of Governors
CRA	Commission on Revenue Allocation
ICJ	International Commission of Jurists
LGC	Local Government Act
MED	Monitoring and Evaluation Directorate
M&E	Monitoring and Evaluation
MoDP	Ministry of Devolution and Planning
MTP	Medium Term Plans
NIMES	National Integrated Monitoring and Evaluation System
OCOB	Office of the Controller of Budgets
PFM	Public Finance Management Act 2012

DEFINITION OF TERMS

County Government	A devolved system of governance with defined political boundaries and established in Kenya by constitution of Kenya (CoK, 2010).
County Integrated Development Plan	County Integrated Development Plan that is a five-year plan that sets out Financial and Economic priorities, and guide expenditures and strategic Mid-term priorities of the county governments (GoK,2014).
Envisioning	This is coming up with mission and vision that determines the strategic direction an organization takes and which looks at least five to ten years into the future (Ireland & Hitt 1999).
Evaluation	This is the analysis of the effectiveness and direction of project and involves making a judgment and comparison between the project objective and the actual work done (Ramothamo, 2013).

Execution

The strategy execution is the process of making the Organization ready for implementation. It is where the strategy gets communicated to the organization so that everyone involved knows what, why and how of the strategy (Bob de Wit & Ron Meyer, 2004).

Innovation

This is the execution of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace or external relations (OECD, 2005).

Institutionalization

It is how an organization configuration takes effect that entails of the structures, processes, relationships and boundaries through which the organization operates (Johnson & Scholes, 2003).

Monitoring

This is the day-to-day systematic collection and occasional analysis of data during the course of project execution (Failing & Gregory, 2003).

Organizational Culture:

It is a pattern of basic assumptions that a group has discovered, invented or developed, in its quest to cope with challenges of external adaptation and or/ internal integration (Schein, 2010).

Organizational Structure: Defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational objectives. It can also be considered as perspective through which individuals see their organization and its environment (Robbins & Judge, 2007).

Strategy This is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage (Hitt,Ireland & Hiskisson,2003)

Strategic Leadership: Ireland and Hitt (2005) define strategic leadership as a person's ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create a viable future for the organization.

Strategic Management This is the process whereby managers establish a firm's long term direction, set specific performance objectives, develop strategies to achieve these objectives in line with the relevant internal and external circumstances (Thompson & Strickland, 2003).

ABSTRACT

This study sought to identify the role of strategic leadership on execution of development plans by county governments in Kenya. The objectives of the study were: To analyse the role of envisioning in execution of development plans by county governments in Kenya, to analyse the effect of institutionalization of programmes in execution of development plans by county governments in Kenya, to explore the role of innovation in execution of development plans by county governments in Kenya, to analyse the role of monitoring and evaluation in execution of development plans by county governments in Kenya and to establish the moderating effect of policy framework in execution of development plans by county governments in Kenya. The target population of the study was government officers from five counties which was 10% of forty-seven counties who comprised of 5 County Secretaries, 5 Heads of Monitoring and Evaluation, 5 Chairs of Public Accounts Committees and 5 Clerks of the County Assemblies. Others are 48 Chief Officers and 55 Directors. The target population was 123 participants and sample size was 92. The study adopted a descriptive research design. The questionnaire was used as the data collection instrument. Data analysis and interpretation was based on descriptive statistics and inferential statistics namely, Pearson correlation and Analysis of Variance. In addition a multiple regression model was used to explore the relationship between the variables. The study adopted the multiple regression to assess the effects of the moderating variable (Policy framework) whose findings indicates that a 6.2 % change in variation after introduction of the moderator variable was realized. The effect of the moderator on the relationship between the independent variables (Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication) and dependent variable (Execution) is statistically significant ($F_{(7, 55)} = 9.544$, $p\text{-value} = 0.000$). Envisioning role was found to positively influence the execution of CIDPs. Institutionalization had a positive influence on execution of CIDPs. Innovation role in the execution of CIDPs was significant. Monitoring and evaluation role in the execution of CIDPs had a significant relationship with execution. The study recommends that county governments should embrace innovation for better service delivery through county integrated development plans. Monitoring and evaluation should be embraced and qualified and competent staff should be hired and the function should be adequately funded and be independent of the execution for it to function properly. Also National government to allocate funds to counties that utilize their funds transparently and starve funds to counties that do not account for the allocated funds. Senate to take its oversight role seriously by ensuring that counties deliver without deviating from the crafted county integrated development plans. The study concludes that County governments should exercise strategic kind of leadership in the execution of CIDPs as its role has proved to have impact on the execution of CIDPs.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The people of Kenya had been agitating for change of the constitution to reflect on the changing aspects of their country on matters service delivery by their government. The dawn of the new constitution that was promulgated in 2010 brought a paradigm shift in governance. However, the 2010 constitution was operationalized in March 2013 after general election in Kenya. The new paradigm shift of governance established 47 county governments with one national government (Wagana, Iravo & Nzulwa, 2015). Kenya's devolution was a unique form of decentralization that included three elements of political, fiscal and administrative decentralization (ICJ Kenya, 2013).

Challenges that citizens encountered were such issues as conflicts, inequalities, economic stagnation, corruption and inefficient use of public resources that were earmarked to be addressed by devolution. However, for devolution to be seen to be effective the local level must make a decision which should be agreed through consensus (Dent, 2004; Kimenyi & Meagher, 2004). Devolved governments are the first contact form of government that citizens meet and which is able to look into the local needs. It ensures that public services are provided efficiently.

The centralized systems of governments have been shown to be a stumbling block for efficient delivery of public services (Wagana et. al., 2015).

Improved service delivery has been noted due to decentralization of social services for example education, health, water and sanitation (Ekpo & Ekpo, 2008). There is a wide acknowledgement of decentralization as a tool for improving service delivery to the people. Wagana, Iravo et. al., (2015) citing a study by World Bank (2003) posits that decentralization has both an direct and implied motivation of improving service delivery and cites two major elements. Basic services which are under the purview of the state are not being realized. Improving service delivery through decentralization is important as services are locally consumed. Devolution has been by some countries to ensure that governments use power and resources for the good of all like enhancing social services provision efficiency. Countries like are Britain, Germany, United States of America, Canada and Australia adopted devolution.

In Africa, examples of countries where devolution has been successfully adopted entails such countries as South Africa, Nigeria and Ethiopia (Keraro & Isoe, 2015). Kenya's devolution has been touted as unique and ambitious. It devolved the administrative systems, political structures and resources simultaneously. The new constitution of Kenya 2010 reversed the centralized non-participatory governance paradigm by institutionalizing a devolved governance system.

County governments have been mandated to manage and develop their own affairs by enhancing social, economic and political development. The sectors are Agriculture, health, transport, trade development and regulation, pre-primary education and planning

and development. There are forty-seven county governments and one national government and each county government has a county assembly and county executive. Services that were devolved entails: county health services, solid waste disposal, county transport, including county roads, street lighting, traffic and parking, water conservation, and social welfare (Constitution of Kenya, 2010).

Service delivery has been defined as a set of institutional arrangement adopted by the government to provide public goods and services to its citizens UNDP (1999). Some of these services include collection of refuse and disposing it or lighting the streets by municipal research and services center MRSC (Makanyeza, Kwandayi, & Ikobe, 2013). According to Onyango (2015) service delivery can be said to be a complex collaboration between government, society and citizens. According to Djordje (2013) local government is the most visible form of government to the grassroot level citizens. Consumers have a right to demand services from their suppliers that meet their needs: These needs are like fast services, accessible roads of good quality and at modest cost. This is holds true to the government as a supplier of key public services (Onyango, 2015).

Counties are expected to formulate and execute strategies that are in line with the national government's vision 2030 and Medium Term Plans by incorporating their counties strategic plans. Counties are endowed with diverse human and natural resources which calls for strategic leadership in order to manage these resources well. County

Governments Act, 2012 (CGA), 104 is the service delivery avenue that expects a county to develop an integrated plan and designate planning units at county administrative levels. It also calls for the promotion of public participation and also non-state actors involvement in the planning process. The Act also envisions a closer working relationship between leaders in the counties and the national government for better service delivery. Counties are required to develop their plans as the basis of their budgeting and expenditure and have made significant efforts to develop CIDPs aligned to vision 2030. County plans entails the County Integrated Development Plans (CIDPs).CIDPs is a 5 year plan that informs county's annual budget. It also entails a County Sectoral Plan that is a ten (10) year plan. Also a County Spatial Plan that is a ten (10) year plan using the Geographic Information System (GIS) based system that is reviewed every five (5) years and also City Municipal Plans.

The CIDPs that were developed in the first year of devolution were guided by the county development profiles and the Second Medium Term Goals of Vision 2030.According to the Council of Governors (CoG) report of 2014, CIDPs experienced the various challenges among them credible statistics to align county planning, budgeting and eventually development to the Vision 2030.It was noted that data present was divided into districts, divisions and locations and not by county, sub-county or wards.

The planning and service delivery units of the devolved system are counties, sub-counties and the wards. It was also noted that some counties had not created the County Budget and Economic Forum to facilitate public consultation on public finance and

economic planning. Also noted was the cost of public participation and generally low turnouts in consultative forums.

Absence of effective engagement frameworks with non-state actors and private sectors was observed. Creation of urban areas had not been met and also lack of adequate public communication mechanisms to engage the public on county planning and feedback on areas of priorities. A report by the Controller of budgets also identified problems faced by counties on matters absorption capacities. Identified issues included: inconsistencies and delays in procurement and execution others were clarification of roles between governments levels more so on execution of special fund.

1.1.1 Strategic Leadership

Strategic leadership has been defined as the ability to anticipate, envision and maintain flexibility, empower others to create a strategic chance and a bright future of the organisation (Kjelin, 2009). Further, strategic leadership has equally been defined as the ability to envision the future of the organisation (Abudho-Riwo, Njanja & Ochieng, 2012). It entails the capacity to communicate the vision of the organisation and to motivate the followers toward the execution of the strategic goals.

The role of strategic leadership is fundamental in the creation of an enabling organizational values and cultures which makes an organisation succeed (Mauri & Romero, 2013). Some researchers hold that strategic leadership concept may become the most apt concept to embracing better value driven culture in public sector in the era of 21st century (Daft & Pirola-Merlo 2009; Jing & Avery 2008; Ireland and Hitt 2005).

Shuria (2015) posits that strategic leadership has been one of the most critical issues confronting organizations in the twenty first century. Strategic leadership is the ability or capacity to influence followers to follow on their own accord and make decisions that enhance both the long-term and short-term viability and stability of the organization (Daft, 2010). Strategic leadership is viewed as having a many functional capability that enhances management of organisation processes which require leaders to ensure that organisation changes are always evaluated in order to fit the current business environment (Jamal & Saif, 2011).

According to Kirmi and Minja (2010), strategic leaders are shapers of the formation of strategic intent and strategic mission and hence influence successful strategic actions in their respective organisations. Strategic leadership is fundamental in all types of organizations of the 21st century according to a research by Hitt, Haynes and Serpa (2010). Research by Ruderman et. al., (2010) has confirmed that strategic leadership is all about transformation of an organisation via vision and values, culture and climate, structure & systems as well as its strategy.

A study by Kelly and Mark (2013) found that strategic leaders practice different styles of administration to craft vision that enable them maintain competition in a dynamic world. Further, a study carried out by Dinwoodie, Quinn & McGuire (2014) revealed that through strategic leadership both individuals as well as groups potentials are aroused which helps an organisation achieve its goals. Strategic leaders integrate the

vision, creativity and innovation which are fundamental for the long term success. A study by Brent and Barbara (2012) further revealed that current organizations have embraced strategic leadership as part of their management styles. Leadership is critical to formulate and execute strategy. Formulated strategies are counted as nothing if they are not executed efficiently. Leaders should focus at continuous improvements of strategic management processes (James and Green, 2005).

Seven capabilities and characteristics have been put forward as to what constitutes strategic leadership: planning, forecasting and envisioning, maintaining core competencies, building highly effective and motivated teams, organizational culture, goal priorities and effective communication (Budiarso, 2014). Strategic leader first role is determination of organization's vision and strategic direction (Budiarso, 2014). Clear commitment and direction from the leaders in terms of vision and mission gives a goal that can later measure their own and organisation's performance. Absence of clear vision renders managers ineffective (Thompson & Strickland, 2003). The purpose and vision of a firm aligns the activities of all people in the firm (Haris, 2008). Organization vision that is clearly determined makes an organization anticipate and envision the future opportunities and challenges, maintain flexibility due to environmental changes. Strategic leaders are responsible for understanding the environment and setting strategic directions that followers believe in (Shuria, 2015). An organization's culture is a collection of core beliefs and behaviours that are shared within the organisation and drives the way operations are carried out. Organizations have cultures from which their employees tap from in their day today conduct (Raisch & Birkinshaw, 2008). Distefano

and Maznevski (2003) posit that it is fundamental to enhance human capital if strategic leadership is expected to achieve its purpose. Strategic leaders get things done personally and in collaboration with other people (Ongonge, 2013). Carter & Greer (2013) view strategic leadership on the basis of thinking and visionary capabilities of whose purpose is to establish an organisation that is transformative. On the other hand, Shoemaker & Krupp (2015) argue that strategic leadership not only is it concerned with possession of rare abilities but it has adaptive capacity to respond to the dynamic and complex external environment. Most recent studies on the influence of strategic leadership on performance are fundamental (Quigley & Graffin, 2017).

Execution of strategic plans by the counties calls for a strategic leadership that will be able to enlist the followers to its long term goals and one that will be able to nurture and guide the followers to reach the ultimate goals for both followers and citizens of respective counties. A leadership that will inspire followers to embrace the new paradigm shift in governance and make the old mindset rejuvenated to embrace the 2010 Constitution requirements of service delivery to the people.

1.1.2 Strategic Planning

Steiner (2010) states that strategic planning started and was adopted as a modern design in business in the 1950s. During that era only big entities had strategic plans which were then called strategic planning systems. Since then, formal strategic planning had gone through maturity and then many companies have embraced strategic planning irrespective of the size.

Strategic planning cannot be ignored by Business management since they are compatible as organizations need to consider their environment before making any decisions (Steiner, 2010). Simerson (2011) is of the argument that most people consider strategic planning as a very hard process. He posits that it can be divided into five simple phases that any organization can follow. The first phase is whereby the organization carries out a SWOT analysis, whose purpose is to get a vivid picture of the business in relation to the market place, its competitive environment and the actual competencies.

The phase two is appreciating what is significant for an organization and the future direction it needs to take for example the long term objectives required to be taken by defining the mission and vision. Thirdly, the need to have a clear and practical organization needs to achieve as it checks on the priority areas (Smith, 2004). The fourth phase is the need to state that is accountable and this brings in the element of performance rating in relation to the objectives of the organization. The strategies that have been set, the action plans and budgets are just steps in the process of strategic planning thus communication is required on how all these processes will interact bringing about an achievement of the defined objectives (Kenny, 2012). Lastly, after the launch of the strategy, a review is needed periodically to ensure that things are moving in the right direction.

1.1.3 Execution of Strategic Plans

Strategy execution is defined as the means in which an organization develops, uses and binds organizational structure, control systems and culture to follow strategies that lead

to competitive advantage and enhanced performance (Pryor,et. al., 2007).Execution of strategies successfully is important for all organizations irrespective of whether they are private or public. The major task of managers is to assure service delivery in their firms (Chimhanzi, 2011).Executing a strategy according to Pearce and Robinson (2007) is the means through which a set of agreed work is transformed into functional and operational targets. This is supported by Kotter and Best (2006) who said that execution indicates who, where, when and how.

According to Dess and Priem (2011) great strategies matters not if they cannot be executed. Execution has therefore come out as fundamental to attaining organizational outcomes. Strategy execution is key but difficult since execution activities take a longer time period than formulation. According to Hussey (2000), execution follows a six step cycle namely: envision, activate, install, ensure and recognize. Execution success is contingent to the selection of the right strategy and translating that strategy into action. Strategy implementation is dependent to a fit of several factors. These factors are structure and process elements.

Structure defines the relationships that exist between the various parts of a firm. On the other hand, process elements entail leadership, resources, culture and other administrative factors. While structure follows strategy, there is evidence also that structure influences strategy in certain conditions (Chandler, 2002). For effective execution of strategy to be realized, it calls for adequate leadership in the firm. Culture of an organisation should be compatible with the strategy being executed. Roy (1994) argues that organizational culture is one of the fundamental factors defining the

management of organizations. Myrna (2009) identified several challenges experienced during execution such as lack of stakeholder involvement, insufficient resources allocation to the execution plans that are not realistic, lack of passion, competence & commitment.

1.1.4 Service Delivery-Global Trends

Decentralized service delivery has been observed by both developing and developed countries that it results in quicker benefits unlike centralized systems of governance. Devolution is the most acceptable form of decentralization. In devolution, elected local governments are empowered in two folds: Via the authority of general competence in certain spheres and by transfer of specific delivery function through a constitutional framework. On the global scale, the trend has been toward the development of elected forms of local government .There exists a vertical accountability, a strong public service delivery function and finally accountability that is direct to its people. Local governments are well suited and need to be more empowered to ensure effective service delivery.

Enactment of the Public service delivery has been carried out by many countries. In the developed world we have the United States of America the government had The USA's Government Performance and Results Act (GPRA).In the United Kingdom they had UK's Citizens' Charter and Australia's Public Service Act. Japan had Japan's Public Service Reform Act. It was noted however that the former active, direct and leading role of public governance has observed a paradigm shift to a more passive, indirect and

facilitating role. This was observed in high-income as well as middle and low income countries. Countries such as Australia, Belgium, Canada, France, New Zealand, The UK, The USA, Singapore and South Korea representing high income while in countries such as Malaysia, Thailand, Argentina and India catered for middle and low income countries (Frost & Sullivan, 2012) as cited by Maina (2016). Despite the strategies and resources deployed to reforms, much has not been realized towards goals of developing and transforming the standards of their people as envisaged. Services such as quality health services, education and housing still remain a mirage for many people with a few exceptions of successful cases for example the Philippines. Transformation of public administration drives these reforms by ever changing dynamics of demand and supply of public services. The new public administration prioritizes the needs of the people. Recent trends concerns finding alternative approaches to organizing and managing the public services, Maina (2016). This study drew examples from two countries namely the Philippines and Nigeria on public service delivery.

1.1.5 The Philippines Service Delivery

The key instrument of decentralization for The Philippines government was enacted as Local Government Code (LGC) 1760. It was considered to be one of the outstanding reforms in the developing world (World Bank, 2003:117). The Local Government Code transferred provinces, cities, municipalities and barangays the former mandate of national government to them. Before its enactment, the mandated roles and responsibilities of local governments units before 1991 LGC were: Regulation of business activities, garbage collection administration, public cemeteries and public markets. Other mandates

were slaughter houses and levying and finally tax collection for the central government within their respective areas and administration of garbage collection, public cemeteries, public markets and slaughter houses and levying and collecting of local taxes for the national government.

The enactment of The 1991 Local Government Code, four major functions and responsibilities were decentralized. They were meant to inject efficient service delivery, management of the environment, economic development and poverty alleviation. Section 17 of the 1991 LGC was earmarked to provide for Basic-Services and Facilities. The four devolved functions and responsibilities are in the areas of agricultural extension and research, social forestry and environmental management. Others were pollution control, primary health and hospital care. Further sectors such as social welfare services, repair and maintenance of infrastructure, water supply and communal irrigation and finally land use planning.

1.1.6 Decentralization as an enabling Policy environment for Local Service Delivery

In the Philippines, the tool that was promised to better the local service delivery and improve quality of life was decentralization (de Leon, 2005:319-20; Manasan, 2007:275). A certain threshold was however required for decentralization to meet the expectations. These were policy, institutions and finance were first to be availed. The design of decentralization-its 3Ds that is deconcentration, delegation and devolution or its political, administrative, financial and market-based characteristics needed to be based on rightsizing. Proper designing of intergovernmental transfer of powers,

functions and responsibilities too. However, there was a challenge between local government's powers and their responsibilities and their constitutional and financial capacities were noted due to abrupt power transfer, functions and responsibilities more so on decentralization of such sectors as social services, health and agriculture. In health the cost of devolution had made the LGUs particularly the Provinces incapable of delivering public goods and services and hence the clamor to return health service responsibilities to the national government.

The institutional factors both local and national should be capacitated with a sense of urgency to own up the local service delivery agenda as a way to make decentralization work for the people through their innovative ideas, capabilities and political will. Finally, the 3Fs-functions, functionaries and funds-demand no less than commensurate transfer and burden-sharing of the required capacity-building, institutional development and financial sustainability. LGUs greatly impacted on the quality and quantity of services delivered due to resources constraints and institutional deficits.

1.1.7 Local Governance and Service Delivery in Nigeria

In Nigeria, every government in power had tried to deal with the problem of making local governments' effective, efficient, development-oriented, people -focused, and result-oriented. This was actualized through local government reforms of 1976 backed up with other administrative reforms. Under the reforms, local governments were constitutionally recognized as third level of government in Nigeria as well as official beneficiaries from the Federation Accounts. The impact of the reforms was that it led to

increase in local government powers, enhanced status, financial resources, and potential for self-sustenance at grassroots level. Also a new strategy to local government activity involving local participation in decision making and effective service delivery (Ibok, 2014). In order for the local governments to effectively provide essential services at the lowest possible level, there had to be an enabling environment more so availability of funds in order to carry out its mandates. In Nigeria, aside from other challenges, non-provision of enough funds to local government has hindered effective performance by the local council. It was expected that the expansion, development and improvement of existing services and introduction of new services are necessary for the continued existence of local government. Insufficient funds to finance existing and new projects and to buy new equipment and maintain old ones, local governance was incapacitated in its efforts to provide a better and more extensive and effective services to the citizens.

Populations of more than 70% of Nigerians live in the rural areas where local governments are constitutionally mandated to provide most social and public services.

Efficient service delivery has been derailed by inadequate finance- observed low revenue collection capability of the councils. Most state governments fail to meet monthly statutory obligations to local governments and refusal to remit 10% of revenue generated internally accrued to the state monthly. This has led many times to delays by councils to remunerate their staff and meet basic needs provisions.

Absence or under developed revenue sources was another factor. Sources of revenue to local council were not only unviable but there was poor attitude to work by revenue

collectors hence affecting revenue collection. Some of these revenue collectors withheld the revenue, while others got paid through fraudulent means such as forwarding of fake claims. The consequence of these ills weakened the councils financially (Duru, 2004).

Corruption was another vice which came in form of embezzlement and misappropriation of the council's funds by the officials. Political interference was also present which resulted into negative effects on local governance since public policies were politicized and served the elite at the expense of the public. Councils appointments were politically and party aligned that led to both mediocre and non-performance (Duru, 2004).

Lack of accountability was a key hindrance to efficient service delivery. Accountability is a powerful instrument for effective and efficient administration. Council leadership frequent changes led to a fragile political leadership whereby local government executives are relieved of their duties. Elected officials were not spared either and they were sacked and care-taker committees and sole administrators engaged.

These appointees served the appointing authorities and local people's interest was at risk (Duru, 2004).

Lack of accountability was found to be a big threat to efficient service delivery. Accountability prevents abuse of power on the part of the top management and it ensures that the public is satisfied with how the government is being run. Frequent changes in council leadership created crisis in political leadership which led to sacking of local government executives. Elected officials were replaced with appointed care-taker committees and sole administrators.

1.1.8 Lessons learnt from both Nigeria and Philippines on Service Delivery

Despite the good intentions by both governments, through their respective constitutions to devolve their governments in order to serve their citizens, challenges experienced are numerous which hampered the well intentioned policies. In Nigeria, local governments are constitutionally recognized as a third tier of government as well as the official beneficiaries from the Federal Accounts. It has led to an increase in local government powers, enhanced status, financial resources, potential for self-sustenance, local participation in decision making and effective delivery. Challenges still face the same governments for example lack of enough funds from the national government, hence hindering effective service delivery.

Corruption has been noted in cases of embezzlement and misappropriation of funds by council officials. Political interference whereby those in the possession of authority appoint their own who serve their interests instead of the citizens which leads to poor service delivery. In Philippines, the Local Government Code (LGC) of 1991 was the key instrument of decentralization. Four major functions were devolved namely: Efficient service delivery, Management of the environment, Economic development and Poverty alleviation .Functions assigned required inter-jurisdictional provision of services such as district and provincial hospital by provincial governments. Cities and Municipalities directly manage, implement, monitor and evaluate service provision such as primary

health care, construction, repair and maintenance of public schools building and facilities (PID & UNICEF, 2009).

Abrupt transfer of powers, functions and responsibilities especially on health, social services and agriculture has created a mismatch between council's powers and their responsibilities and their institutional and financial capacities, which has impacted on the delivery of services and public goods. Due to incapability of provinces to deliver health services clamor to return health services responsibilities to national government has been noted. There are also resources constraints and institutional deficits experienced by provinces which greatly impacts on the quality and quantity of services delivered.

The Nigerian case clearly fits well with what is currently happening in Kenya. Despite the devolution having been embraced by Kenya through the Constitution of 2010, government agencies like the office of the Controller of Budgets and the Auditor General are awash with reports of huge embezzlements and misappropriations of funds running into billions of shillings by county governments. Others are low absorption rates by counties despite having been allocated funds are unable to utilize within the required times. Cases of revenue collection by county staffs and non-remittance to the appropriate county accounts have been cited in many counties in Kenya. Lack of public participation which is constitutional requirement before any project is undertaken has also been observed. This clearly indicates lack of leadership that is able to enlist its followers to buy its mission and vision for the constitutional mandate of service delivery to its citizens who are actually the tax payers.

The Philippines case demonstrates that devolution of governance to ensure quick and efficient service delivery has been met with many challenges. The devolved system must work in collaboration with the national government to ensure smooth running of the devolved system. Strategic leadership is required in municipalities and cities whose mandate is to manage, implement, monitor and evaluate services provisions. Clamor for health services being returned to the national government in the Philippines is the same in Kenya whereby strikes by different cadres of health providers are requesting for different packages in their terms of employment which has greatly affected the health service delivery in the counties.

1.1.9 Execution of County Integrated Development Plans (CIDPs)-Kenyan Context

The Constitution of Kenya 2010, the vision 2030 and the Medium Term Plans constitute the preparation of the first County Integrated Development Plans (CIDPs) foundation. Preparation of county integrated development plans is to assist in scarce resources allocation to the projects that the public have prioritized through the principle of public participation. The preparation of CIDPs must be aligned with the County Governments Act (2012) and also CIDP Guidelines .There must be participation by all elements of governance. National values are to be integrated in all planning of projects and execution issues. County Integrated Development Plans (CIDPs) are five-year plans. They provide the critical foundation in order to have speedy, inclusive and sustainable development of the counties. County Integrated Development Plans (CIDPs) are the blue prints or strategic plans for the execution of the devolved functions.

Development of CIDPs has been institutionalized in Kenya, with each of the 47 counties actively undertaking the process of executing their first CIDPs which came to an end in June 2017. The on-going CIDPs are the first for counties and covers the period 2013-2017. They replaced the District Development Plans, which were used to guide development with the focus at the district under the former constitutional dispensation.

The two levels of governments are distinct but interdependent. The Governor is elected by the citizens of the county and is the chief executive officer of the county. There is also the County Executive Committee (CEC) and the County Assembly. The role of the County Executive Committee entails supervision of the administration and delivery of services as well as coming up with and execution of policies and county legislation. The County Assembly plays a legislative role and oversight role on all County public institutions including the urban areas.

Some observations were registered by The Second Devolution Conference of 2015 on execution of county integrated development plans. That there was different planning at county level. Weak long-term planning and also weak content. The plans were just made for compliance while there was absence of capital investment plans and weak spatial alignment. Further, multi-disciplinary teams were absent, inter-governmental as well as inter-county teams were equally lacking. Lastly intra-county teams were missing. Lack of maintenance strategies for both capital and development investments were lacking and weak resource mobilization plans. The conference also noted lack of annual integration of procurement plans. The constitution of Kenya 2010 envisages the

development of monitoring and evaluation (M&E) systems for county governments in Kenya.

Principles of good governance and transparency are expected in the conduct and management of public projects. Both levels of governments appreciate that performance monitoring and evaluation are pivotal developmental and service delivery tools. Hence the goal of both governments is on development outcomes and on how best they can be measured. Kenya as a country has been having development planning from the time it got independence. It has been noted however that due to absence of an integrated monitoring and evaluation system, the execution of development plans in the first forty years of independence was weak. There were issues such non-completion or non-execution of projects. Information collection and its analysis were not done well. Due to lack of comprehensive monitoring and evaluation system in place, decision making and feedback was anchored on verifiable evidence. The government came up with individual project-and programme-based monitoring and evaluation in the 1980s and 1990s. Development plans started then had a part on monitoring and evaluation. Monitoring and evaluation plans were prepared for donor standards to be met and led to particular project and programme evaluation. It resulted to the expected beneficiaries failing to get the required reports.

Monitoring and Evaluation of the execution of service delivery by counties is done at the national level by the National Integrated Monitoring and Evaluation System. This is envisaged to improve the effectiveness and quality of monitoring of implementation of development policies, programmes and strategies. National government development

planning and policy as well as private sector and civil society organizations and development partners are informed by NIMES output processes. On the other hand a county Integrated Monitoring and Evaluation System (CIMES)-is an observation tool. It is used to check on activities of each county's priority projects whether they are as per schedules aligned in the county integrated development plans. It also checks if resources are used correctly and efficiently.

Dissemination of M&E results can raise awareness of a county's programmes and projects and hence have a positive image on the county's leadership and this may lead to increase in resource allocation towards well performing counties. The system supplies leadership with a regular flow of information throughout the course of CIDP programme execution. It makes it possible to detect changes in status and utilization of resources allocated to CIDP priority projects or programmes. Government of Kenya established reform strategies since the year 2003 so as to enhance service delivery in public service. These reform strategies were as follows: Rapid Results Initiative (RRI), Citizen, Contracting, Transformative Leadership, Values & Ethics and Institutional capacity building (GoK, 2007) as quoted by Korir, Rotich and Bengat, (2014). Since 1990s the Kenyan government carried out Civil Service Reform Programs. These reforms were meant to reduce government wage bill, streamline and rationalize government ministries and departs as well as enhancing personnel and payrolls controls and capacity building (Korir et al., 2014).

Poor service delivery had made Kenyans to complain to the government and in response to this, the government came up with the introduction of Huduma Centers in November

2013. Services that Kenyans access from Huduma Centers are passports, land title deeds, KRA personal identification numbers, identity cards and driving licenses without having to travel to Nairobi.

1.2 Statement of the Problem

The basis for the preparation of the first County Integrated Development Plans were the Constitution of Kenya 2010, the Vision 2030 and the Medium Term Plans. County Integrated Development Plans purpose is to enable the allocation of scarce resources to priority projects that have been identified by the people through the principle of public participation. CIDPs are the strategic plans for the county governments in Kenya. Once the strategic plans have been projected, the top management's priorities swing into converting the chosen strategic plans into actions and desirable results (Thompson et. al., 2008). Strategy execution is defined as a process by which policies and strategies are actionable through provision of budgets, development procedures and programmes.

The ultimate aim of CIDPs is to ensure that citizen's service delivery is being felt by those who are supposed to get it at the grass roots level. County governments being a new paradigm shift in governance in Kenya has experienced a myriad of challenges in

the execution of county integrated development plans. This could be attributed to lack of a tested leadership in the execution of CIDPs.

According to Pearce and Robison (2007) strategic leadership is about coping with change; and more changes always demand more leadership. Hitt, Ireland, and Hoskisson (2007) define strategic leadership as the ability to envision, anticipate and maintain flexibility by the leaders in ensuring empowerment to others so as to create the necessary strategic changes; it entails managing through others. Capon (2008) states that good strategic leadership is one with strategic vision and is persuasive at executing strategies. Lynch (2009) is of the view that strategic leadership involves communicating with and listening to stakeholders in the organisation with the objective of spreading knowledge and at the same time creating and innovating new spheres and solutions to challenges.

Reports from various government agencies mandated to audit and assess the execution of CIDPs and general service delivery have raised queries on the manner the execution of CIDPs are being carried out at the counties levels. For instance, a report by Monitoring and Evaluation department (2016) indicated that county governments were facing challenges pertaining to the development use of monitoring and evaluation systems. M&E systems units are not yet operational in some counties and where present there were capacity and skills deficiency. The Commission on Revenue Allocation for 2015/16 indicated that 42 counties had low absorption of development funds, unrealistic projections of own revenues collection, excessive expenditure on non-priority areas and weak monitoring and evaluation frameworks. For the year 2015/2016 the office of

Controller of Budgets cited delays in approval of key budget documents, inadequate audit function and audit committee, late submission of financial reports, delays in disbursement of funds by the national government, high levels of pending bills and high wage bills as factors derailing the service delivery. Council of Governors report of 2014 noted existence of lack of connection between CIDPs and county budgeting. In some counties, it was noted that county assemblies used blackmail and intimidation upon the executive through threats of impeachment while others mutilated and altered the county executives' proposed budgets and re-allocated funds outside the county integrated development plans in total violation of the Public Finance Management Act 2012.

A number of studies have been carried out on the role of strategic leadership in strategy implementation as follows: Ndunge (2014) studied the influence of strategic leadership on implementation change management practices at the Kenya Wildlife Service. The study revealed that leaders were key element in implementation of change management practices more so in guidance and provision of direction. Organisation culture, Management styles, stakeholders and organisation resources had a great significance in the execution of strategic plans in Kenya (Abok, Waititu, Ogutu, & Ragui, 2013). This study did not focus on strategic leadership role and hence the difference with this study. Wagana (2017) did a study on effect of Governance Decentralization on service delivery in county governments in Kenya while Maina (2016) had a study on effects of transformational leadership on service delivery by county governments in Kenya. On the other hand a study by Mwongela (2013) revealed that one of the key factors affecting strategy implementation at Kenya National Audit Office was poor strategic leadership.

Mokaya (2016) did a research on board functions, accountability practices, governance structures and performance of county governments in Kenya. The research did not look into the aspect of strategic leadership role in the counties which the current study explored on the execution of the county integrated development plans. All of identified studies were on strategic leadership and implementation of strategic plans. None of the studies had been on the role of strategic leadership on execution of county integrated development plans by county governments in Kenya. It is therefore against this backdrop that this research was undertaken to fill the gap.

1.3 Objectives of the Study

The objectives of this study were both general and specific as follows:

1.3.1 General objective

The general objective of the study was to establish the role of Strategic Leadership on execution of County Integrated Development Plans by County Governments in Kenya.

1.3.2 Specific Objectives

1. To determine the role of envisioning in execution of County Integrated Development Plans by County Governments in Kenya.
2. To analyse the effect of institutionalization of programmes in execution of County Integrated Development Plans by County Governments in Kenya.
3. To explore the role of innovation in execution of County Integrated Development Plans by County Governments in Kenya.

4. To analyse the role of monitoring and evaluation in execution of County Integrated Development Plans by County Governments in Kenya.
5. To establish the moderating influence of policy framework on the role of strategic leadership in execution of County Integrated Development Plans by County Governments in Kenya.

1.4 Research Hypotheses

The study tested the following null hypotheses:-

- H₀₁: Envisioning has no significant role in execution of County Integrated Development Plans by County Governments in Kenya.
- H₀₂: Institutionalization of programmes has no significant effect in execution of County Integrated Development Plans by County Governments in Kenya.
- H₀₃: Innovation has no significant role in execution of County Integrated Development Plans by County Governments in Kenya.
- H₀₄: Monitoring and Evaluation has no significant role in execution of County Integrated Development Plans by County Governments in Kenya.
- H₀₅: Policy framework has no moderating influence on the role of strategic leadership in execution of County Integrated Development Plans by County Governments in Kenya.

1.5 Justification of the Study

This section explained the significance of the study with respect to the role of strategic leadership on execution of county integrated development plans by county governments in Kenya. The following listed are some of the main beneficiaries.

a) Government of Kenya

The findings would influence the enhancement of execution of CIDPs by analyzing the findings of the study. This would assist the national government when drafting its policies on issues pertaining to budget disbursements, collaborations and other matters that might be brought forward by the implementers of CIDPs.

b) County Governments

The study would inform the county executive and the county assemblies on areas that need more collaboration for the efficient and effective execution of the county integrated development plans. Strategies for better service delivery through CIDPs may also be articulated for the two arms to work as partners and not as competitors.

c) Researchers

The research would add value to the existing body of knowledge. The study would benefit the researchers and scholars who wish to undertake further research aimed at other forms of other than strategic leadership on execution of CIDPs in Kenya and beyond.

1.6 Scope of the Study

The selection was based on the report by the Office of Controller of Budgets, OCOB (2016) for the financial year 2015/16 on the Development Absorption rate in which the targeted counties had over 60 % absorption and 80% of the same counties had met the 30% of PFM Act 2012 threshold on the County governments' Development Budget allocation as a percentage of the total budget. Also another reason the researcher had selected the said counties was informed by an Infotrak County Index in which they ranked these counties in top five in addition of being densely populated which exhibited a unique balance between rural and urban populations (Infotrak, 2015).

1.7 Limitations of the Study

The researcher encountered challenges during the data collection exercise. Some respondents had perception that the information they provided could leak to their seniors and some cited confirmed cases of their colleagues who had been disciplined for disclosing some vital information to researchers. The researcher had to assure them that the information volunteered was purely for academic purpose and confidentiality was guaranteed. The researcher had to attach introductory letter from Jomo Kenyatta University of Agriculture and Technology and a research permit from the National Commission for Science, Technology and Innovation, which assured the respondents that it was purely for academic purposes.

Another challenge was that most of the respondents were very busy and the researcher had to leave the questionnaires with the secretaries to give to respondents and researcher also booked for appointments as per the schedule of the respondents.

The questionnaire was long and some of the respondents felt it was consuming their precious time. The researcher was sometimes made to go through the questionnaire with the respondents and this would take a shorter time. Other respondents could misplace the questionnaires and the researcher made replacements immediately.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explains theoretical and empirical literature on the role of strategic leadership on execution of county integrated development plans. It outlines a theoretical framework and theories that relate to the stated objectives. It also gives the conceptual framework that shows the relationship among the dependent, independent and moderating variables. Finally the chapter discusses empirical review, critique, research gaps and summary.

2.2 Theoretical Framework

Various theories have been engaged to enlighten on the role of strategic leadership on execution of county integrated development plans by county governments in Kenya. The theories are: Strategic Leadership Theory, The Contingency Theory, Theory of Constraints and Theory of Change.

2.2.1 Strategic Leadership Theory

Strategic leadership theory explains that strategic leaders should be capable of exploring different tasks and roles. It must be able to perform these roles and tasks using complementary leadership styles, personal characteristics and strategies that influence lower managers and teams (Oppong, 2014).

Strategic leaders are expected to take roles such as making strategic direction, creation and communicating visions of the future, develop key competencies and capabilities, come up with organizational structures, processes and controls. Also they are expected to manage diverse constituencies, selection and developing of the next generation of leaders, creation and sustenance of an effective organizational culture and institutionalization of ethical value systems into the organizational culture (Boal & Hooijberg, 2000).

An examination of strategic leadership has revealed the importance of the top management and the Upper Echelons Theory (Hambrick & Mason, 1984; Finkelstein & Hambrick, 1996). According to Hambrick (1989) a complex, uncertain and a pressured environment fits the strategic leadership. It is a leadership has the ability to anticipate, envision, mobilize resources, maintain flexibility, strategic thinking and working with others (Pazireh, Akhlagh, & Akbari, 2014). The importance of strategy creation with others without only communicating the strategy maybe the critical skill which strategic leaders apply in determining the strategic direction of the organisation (Kakabadse et al., 1998; Boal & Hooijberg, 2001).

The theory of Strategic leadership was originally developed and expanded from Hambrick & Mason (1984) Upper Echelons theory that was based on the leadership impact on organizational results and performance (Vera & Crossan, 2004) .Boal and Hooijberg (2001) as cited by Nthini (2013) argued that while supervisory theories of leadership have concentrated on task and personal oriented behaviours of leaders to expound on the relationship between the leader and the followers, strategic leadership

focuses on the established meaning and purpose for the organization. Publications over the past 30 years have analysed and compared different leadership styles (Vera & Crossan, 2004). Most of it dwelt on transactional, transformational and charismatic leadership while current work has began considering styles and approaches e.g. authentic, servant and responsible leadership. These works have therefore brought forth a better view of how the leadership style influence is imposed on the individual, the team and group performance outcomes.

The assumption of strategic leadership theory is that organizations performance and values are reflections and the efforts of their leaders (Finkelstein & Hambrick, 1996). For example, top managers adopted strategic choices will ultimately affect the performance of the organization (Oppong, 2014). Empirical studies indicated that top management influence organizational performance and effectiveness and there is existence of significant relationship between the characteristics of the top management and organizational performance (Hambrick, & Mason, 1984; Carpenter, et. al., 2004; Oppong, 2014).

The choices of leaders, the values and beliefs will affect the organizational performance and equally how issues are interpreted and acted upon by the organizational teams and followers (Nthini, 2013). Another argument that makes strategic leadership theory the underpinning theory for this study is that it describes the process through which top executives or leaders of an organization guide the organizational processes and structures that define the organization's performance, long-term goals and survival. This relates to how strategic leaders influence and drive the effectiveness of county integrated

development plans for effective service delivery to the citizens of their respective counties. The focus of strategic leadership theory is the overall impact of the top-level leaders on organizational performance through their influence, strategy formulation and implementation in the context in which the organization operates. According to Phipps and Burbach (2010) as cited by Shuria (2016) the leader's vision, influence, personality and communication abilities are the most crucial elements of strategic leadership theory. According to Yukl (2008), strategic leadership theory also explains how managers influence competitive strategies, management models, organizational structure, entire organizational culture and team effectiveness via shared values and motivation. Studies based on strategic leadership theory addressed the relationship between and the influence of the top-level leaders on organizational performance.

The theory of strategic leadership also takes into consideration the important aspects of the environment on which the top managers operate and how this environmental context affects and influences their actions and decisions (Yukl, 2008). It also considers how groups of leaders within an organization interact, share power and influence each other to perform effectively (Pearce & Conger, 2003). Many situational leadership models may explain the dynamics of effective interpersonal or direct leadership, while strategic leadership models deal with how leaders craft effective organization-wide leadership (Zaccaro & Horn, 2003). However, Boal and Hooijberg (2001) indicated that researchers have paid less attention to the environmental context of the organization that sets the settings, timing, and actions of the strategic leaders.

Therefore, strategic leaders perform and act differently depending on the context of their environment so as to create effective organizations.

Strategic leadership is normally linked directly to the organizational performance and effectiveness. Furthermore the relationship between effectiveness , successes of the organization and performance is linked to how executive shape the teams, organization culture and various departments (Dechurch et. al., 2010). Strategic leadership theory focuses on the organization's structure, human and social capital and capabilities to meet real-time opportunities and threats faced by the organization. The theory seeks the top leader to conceptualize and play a more active role in developing ideas and vision of the overall organization, while middle and low level management execute the strategies, structures and processes of the organization as it had been envisioned by managers (Boal & Schultz, 2007).

Strategic leaders communicate through passion, positivity and sensations their vision and goals to their followers. This motivates them at meeting the goals and ensuring the vision succeeds (Eberly et. al., 2013). Strategic leaders are expected to take roles such as making strategic decisions, crafting and communicating visions of the future. Others are developing key competencies and capabilities, developing organizational structures, processes and controls. They are expected also to manage multiple constituencies by selecting and developing the next generation of leaders and sustaining an effective organizational culture and the institutionalization of ethical value systems into the organization's culture (Boal & Schultz, 2007).

2.2.2 The Contingency Theory

Fielder Contingency model was created by Fred Fielder in the mid-1960s. The model explains that leader's effectiveness is determined by the situation. This theory suggests effective leadership is determined by the situation and an effective leader is able to adapt to a variety of situations. There are many models under the contingency theory of leadership. The Situational Leadership Model (Hersey and Blanchard, 1977) was the most accepted model under the contingency theory (Graeff, 1983) as cited by Awolusi Olawumi Dele et. al., (2015). The contingency theory of leadership suggests the leader's ability to lead is contingent to various situational factors, including the leader's preferred style, the capabilities and behaviors of followers and various other situational factors (Graeff, 1983; Bryan, 2002; Timothy et. al., 2011). The theory assumes leadership behaviors affect results such as group performance and achieving goals by influencing the staff behaviour (Butler & Reese, 1991).

According to Obiruwu et. al., (2011) a transformational leadership kind of a style entrust a feeling of trust, admiration, loyalty and respect towards the leader in the mind of followers, this is envisaged to motivate them to do more (Bass, 1985). Fiedler believed that the leader's task should balance with the leader's control over situations and a leader could predict with some certainty the results of a situation if he had a high degree of control over the situation. Critical thinking is encouraged among the followers whose outcome is intellectual stimulation that leads to improved satisfaction and performance (Bass & Avolio, 1990; Obiruwu et. al., 2011; Onikoyi & Awolusi, 2014; Sanda & Awolusi, 2014; Podsakoff et al., 1996). This theory therefore resonates well with the

innovation variable. Innovation being an act of starting something for the first time, introducing something new (Meldrum, 2012).

2.2.3 Theory of Constraints

The Theory of Constraints (TOC) framework was developed by Eliyahu Goldratt in the mid 1980's for managing organizations (Motwani & Klein, 1996, Ellis, 2011). Umble and Spoede (1991) defines TOC as an overall management philosophy which emphasizes constraints identification and management as the keys to focusing limited time and resources on areas where potential returns are greatest. According to Gupta and Boyd (2008), TOC emphasizes the cross-functional and interdependent nature of organizational processes by viewing organization as a chain of interdependent functions, processes, departments or resources where a variety of inputs are transformed into a variety of products and services which when sold become throughput.

According to this theory, a constraint is anything that limits an organization's higher performance in terms of its goal. The framework desire is to improve performance of organizations throughout, through a process of continuous improvement (Motwani & Klein, 1996). TOC emphasizes the importance of defining and understanding the universal goal of the organization as a condition for success. This concept is based on the assumption that resources are limited, and should therefore be directed towards a well defined and focused goal.

The relevance of this theory in this study supports the moderating variable-Policy framework-The Intergovernmental relations and Public Finance Management which are

cross-functional between the two levels of governments. The two governments are interdependent in nature but distinct. For effective execution of strategic plans by counties, there should be healthy intergovernmental relations between the two levels of governments.

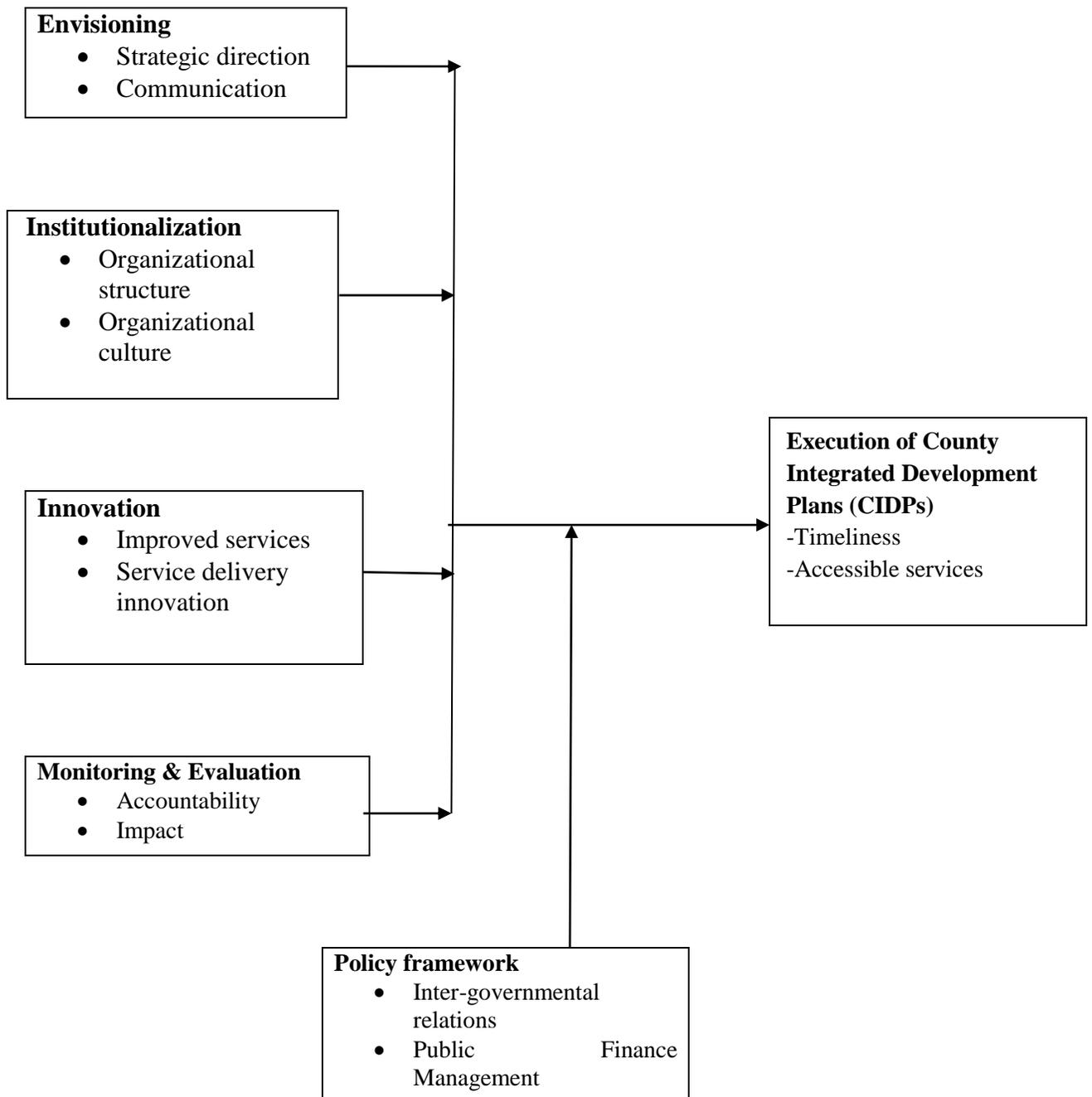
2.2.4 Theory of Change

Theory of Change (TOC) was brought up by Fredrick Perls (2005). It defines pieces and steps necessary to bring about a long term goal. It also describes the types of interventions that bring about results envisaged. A theory of change includes assumptions that stakeholders use to explain in the process of change (Rogers, 2008). The theory of change describes how changes might occur; the point being not to predict change, but to comprehend how change may happen through community participation in monitoring and evaluation and how it could be influenced through intervention strategies. Theory of change therefore serves as a basis for future planning M&E activities, as well as communication about such activities with partners and funders. This theory supports the monitoring and evaluation variable. Monitoring is a continuous function that uses systematic collection of data on specified indicators to provide management and other stakeholders of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation on the other hand is a time bound and periodic exercise that performance seeks to provide credible and useful information in order to guide decision making-checks on relevance, efficiency, effectiveness, impact and sustainability. Impact is a positive & negative, primary & secondary, long-term effects produced by a development intervention, directly or

indirectly, intended or unintended. It is often only detectable after several years and usually not attained during the life cycle of one project (UNODC, 2005).

2.3 Conceptual Framework

A concept is a word or phrase that symbolizes several interrelated ideas. Unlike a theory, a concept does not need to be discussed to be understood (Smyth, 2004). According to Kothari (2003), a variable is a concept, which can take on qualities of quantitative values. A dependent variable is the outcome variable, the one that is being predicted and whose variation is what the study tries to explain. The independent variables, also known as the predictor or explanatory variables, are factors that explain variation in the dependent variable (Alison, 1996).



Independent variables

moderating variable

Dependent Variable

Figure 2.1: conceptual framework

Source: Adopted and modified from Ireland and Hitt's Strategic Leadership Model (2005).

The four independent variables namely: Envisioning, Institutionalization, Innovation and Monitoring and Evaluation and their relationship with dependent variable, the executions of County development plans are influenced by the Policy framework. Under the policy framework the institutions created by the constitution are the Parliament which constitutes the National Assembly and the Senate. For Counties to effectively execute their plans, these two institutions and counties are expected to work in harmony through consultation and cooperation despite being distinct and inter-dependent.

The National Assembly mandate is the allocation of national revenue between the two levels of governments namely the county governments and the national government. The senate has an important representative, legislative and oversight role in the operations of the devolved system. It considers debates and approves bills concerning counties and oversights national revenue allocated to the county governments. The Public Finance Management Act 2012 calls for openness and accountability, public participation, the promotion of an equitable society, sharing of the burden of taxation fairly, promotion of equitable development, responsible financial management and fiscal reporting.

2.4 Empirical Review

This section explores the previous empirical studies relating to the influence of the independent variables for this study (envision, institutionalization, innovation and monitoring and evaluation) on the dependent variable (execution of CIDPs).

2.4.1 Envisioning

County governments inherited staff from the defunct local governments and municipalities whose orientation is alien to the new county governments. Also new employees were recruited by the counties and these two groups must be brought to middle ground whereby they must read from the same script if the counties strategic plans are to be implemented. Strategic leadership in the counties therefore has a key role to ensure that the staffs buy their vision in order for the counties to have an efficient service delivery to its citizenry.

Strategic direction involves developing long-term vision of the organization's intent. A long-term vision typically looks at least five to ten years in future. According to Prokesch (1997) as quoted by Nthini (2013), the mission and vision of an organization aligns the people actions across the whole organization. A real vision is very active and each and every one in the organization understands it and live it. The strategic direction of the firm is often embedded in its strategic vision and mission statements. The strategic vision and mission of the organization is the first step in formulating and executing strategies. The firm's strategic vision gives it the reason for future plans and directions of the organization. It directs the organization in a particular direction while providing a long term strategic direction to follow in line with the shareholders dreams (Madu, 2013).

According to Hamel and Prahalad (1989), to realize strategic direction calls for some level of activities and behavior in an organisation. In respect to this, the organization

need to redirect all her energies to discover ways that confers success, allocate required resources, mobilize, marshal, communicate effectively, motivate employees and clarify issues on a timely basis when there is change or need to change. An internal organizational tension should be brought about by the strategic intent that inspires and compels all to be dedicated to the future direction given (Hamel & Prahalad, 1989).

According to Robbins, Judge and Campbell (2010) as cited by Sila and Gichinga (2016) strategic direction determination is one of the major tasks that should be carried out by a strategic leaders in strategy success realization. According to them, the top management must come up with a clear vision for the organization. The critical tasks of the strategic leadership are the development, articulation and communication of a compelling vision. Strategic leaders “paint a picture” of where the organization will be in 5-10 years and get staff to “buy” into and commit to this future. The visions make employees to think beyond their current expectations. The vision role is to serves as a destination for the organization and therefore a guide for strategy formulation and execution. More so the vision proposed by the management should clearly show the core values and ideology that the organization intends to “live by”. For the vision to have any significance, it must be communicated and reinforced throughout the organization and over time. For example, Mullane (2002) cited by Dauber, Fin and Yolles (2012), discusses the need to translate the generalities of the vision into measurable targets with commitment from all managers and business areas.

Kihara (2016) studied the role of determining strategic direction on not-for-profit organizational performance in Kenya and found out that strategic direction has a

significant positive influence on performance in these organizations. Strategic direction is the cornerstone upon which strategies are crafted, developed and eventually implemented. Therefore, it is paramount that strategic direction needs to be very clear and understandable to all stakeholders in an organization. According to Bateman and Snell (2009), strategic leadership gives purpose and meaning to organizations. Strategic leadership involves anticipating and envisioning a viable future for the organization and working with others to create such a future. County leadership is expected to exercise strategic leadership to come up with realistic visions and missions for their counties. Jooste and Fourie (2009) in their study on the role of strategic leadership in effective strategy implementation: perceptions of South African strategic leaders used a likert scale questionnaire designed to measure the respondents' perceptions of the role of specified strategic leadership actions in strategy implementation in their organizations.

Findings from the study indicated that the respondents were of the opinion that all the given strategic leadership actions had a positive effect on strategy implementation in their organizations. The perception of the respondents on the determination of a strategic direction for the organization was that strategic leadership action plays the most important role in effective strategy implementation (Jooste & Fourie, 2009).

Communication was a sub-variable of envisioning and it should be a common rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organization. People need to be involved in the strategic plan implementation and hence a continuous message effectively communicated will energize people into fully participating in the firm

activities (Aosa, 1992) cited by (Abok, 2013). Managers are expected to select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan. This will involve drawing discussions and debates about the right timing plus the freedom to have open talk on how efficient a plan is being implemented.

Aatonen and Ikavalko (2002) pinpointed three major factors that bring forth strategy execution success. These issues or factors are proper and significant communication among the implementers as well as the top management. Others are strategic acting supporting, identifying and helping the major player of strategy execution. Establishing the relationship between the system and structure of the organization with the content and context of the strategy was also cited. Focusing on the role of communication is (Nyakeriga, 2015).

In her research entitled, ‘factors influencing strategic plan implementation in the newly established public universities in Kenya’, she argues that many researchers have emphasized the importance of adequate communication channels for the process of strategy implementation as provided by the strategic leader.

Alexander (1985) as cited by Nyakeriga (2015) notes that communication is mentioned more frequently than any other single item that promotes successful strategy implementation in any organization or institution in the world since ancient times.

Communication entails explaining issues like what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It

answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made. She also quotes Rapert and Wren (1998) who found that organizations where employees have easy access to management through open and supportive communication channels outperform those with more restrictive communication environments. Robinson and Pearce (2004) have observed that miscommunication occurs between the point where communication starts and the point where it is received. Interpretation of that communication plays a significant role that requires managers to be practising a strong culture that embrace clear understanding of communications from the entire organization. This indicates that managers must be aware of people's behavior, beliefs, attitudes, demands and arguments in order to communicate effectively the message of strategic plan execution to the employees (Burnes, 2004).

According to a study by the Hay Group, a global management consultancy, effective communication by leadership in three significant areas was the key to winning organizational trust and confidence (Lamb & McKee, 2004): it helps staff to appreciate overall business strategy as well as how they contribute towards achievement of business goals. It equally enables in information sharing with employees on how the organisation, the employees are doing towards the business goals.

2.4.2 Institutionalization Process on Execution of County Development Plans

Johnson and Scholes (2003) said that institutionalization depends highly on the organization configuration. This configuration entails the structures, processes,

relationships and boundaries by which the organization functions .Devolution is captured in the Kenya Constitution 2010 in chapter eleven. It envisages the creation of forty-seven counties, each constituting its own government as per the County Governments Act, 2012. This County Governments Act, 2012 also established elaborate structures to ensure the full execution and success of devolution.

Organizational structure is a model that managers apply for the division and coordination of the activities of employees of an organization (Stoner, Freeman & Gilbert, 2001). The relationship between structure and strategy an organization adopts was first suggested by Chandler (1962). He said that the strategy of an organization determines the long term goals and objectives. In order to do this better, there is the need, in the organization, to determine the course of actions, allocation of adequate resources and determine the right structure which supports a given strategy. According to Chandler (1961) an organization structure must follow her strategy for better performance.

In studying the challenges facing the implementation of differentiation strategy at the Mumias Sugar Company Limited in Kenya, Bolo, Wandera, Imita and K'Obonyo (2010) just like in Johnson and Scholes (2003) found that the structure of an organization plays an important role in the implementation of strategy and the successful acceptance of the strategy. The organizational structure, processes, relationships and boundaries present internal sources of challenges. Wrong systems utilized during the process of operationalization, institutionalization and control of the strategy are often sources of challenges during strategy execution.

A research by Donselaar (2012) on drivers and barriers of strategy implementation at the Netherlands Red Cross (NRC) revealed that the implementation of the NRCs strategy had several organizational barriers in place. The main barriers for the organizational structure were lack of coordination activities related towards the strategy implementation, existence of differences in the processes of decision making, and the negative effect of the organizational structure on the results of the implementation process.

The choice of a particular structure was found to be a great challenge by Shattock (2003) in a study on managing successful universities where for example, the strategic challenge in the functional structure is effective coordination of the separate functional units. Some form of divisional structure is therefore essential to meet the coordination and decision-making requirements resulting from increased diversity and size. Moreover, increased diversity, size and number of units necessitate grouping various divisions in terms of common strategic elements. The relationships consist of interactions, influence, communication and power dynamics, among other elements that occur in a systematic or a structured manner. Whilst the strategy should be chosen in a way that it fits the organization structure, the process of matching structure to strategy is complex.

Organizational culture has been defined as the basic beliefs that are commonly held and learned by a group, that govern their perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sackmann, 2003). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an

organization that evolve over time (Trice & Beyer, 1984). Pearce and Robinson (2006) refer to Organizational culture as the set of important assumptions (often unstated) that members of an organization share in common. The link between organizational culture and achieving sustained high performance has been proven. Culture-strategy fit evaluations and culture alignment strategies are important works that leaders have an obligation to undertake for strategic priorities to work.

A study by Ahmadi, Salamzadeh, Daraei, and Akbari (2012) on the impact of organizational culture when executing strategies in Iranian banks found a meaningful relationship existence between organizational culture and strategy execution. The research revealed that all types of organizational cultures have significant relationships with the execution process and that culture's influence differs from the most effective clan culture to the least effective or hierarchy culture. In 2006, Ke and Wei investigated the relationship between enterprise resource planning (ERP) implementation and organizational culture. It was found out that the success of ERP implementation is positively related to organizational culture along the following dimensions: learning and development, participative decision making, power sharing, support and collaboration, and tolerance for risk and conflicts, which all form part of an organization's cultural environment.

A tight culture strategy that is developed by strategic leaders fit furthers an organization's execution of strategy, provides clear guidance on 'how we do things around here', produces significant peer pressure to conform to the acceptable norms and promotes strong employee identification with and commitment to a company's vision,

performance targets and strategy (Comerford, 1985). According to Muthoni (2014), strategies are normally formed within the existing organization culture which calls for the adjustment to fit into the new strategies.

Muthoni (2012) focused on the reasons as to why leadership should strengthen mission culture. According to her, Mission describes an organizations' reason for existence. This has been supported by (Hughes 2005) who argued that, minus strategic leadership in developing the mission of a firm or institution, the organization losses direction. Nazir and Mushtaq (2008) found that mission is the most critical cultural trait that today's organizations need to focus on. In organizations embracing mission culture, strategic leaders concentrate on establishing and communicating a clear mission and purpose for the organization and allowing employees to design their own work activities with this mission. Leaders play the role of coaches in giving general direction, but encourage individual decision-making to determine the operating details to execute the plan.

Strong cultures encourage successful strategy implementation. On the contrary, weak cultures are a stumbling block to successful strategy implementation (Buul, 2010). Mehta and Krishnan (2004) argue that strong culture support shared belief in norms, practices and other virtues within the organization that help strengthen everyone to partake their jobs to promote successful strategy implementation. In weak cultures, employees have little or no pride in ownership of work. Such cultures provide little or no assistance to implement strategy. County leaders must instill a culture to their employees that will be responsive to the promise of the devolution on efficient and effective service delivery through implementation of the county integrated development plans. A culture

that is so internalized that despite turnover among the individuals it can still be retained in counties for many years to come.

2.4.3 Innovation

Innovation has been defined as the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations (OECD, 2005). According to IDeA (2005), Innovation could also involve new ways of solving tasks, delivering services and interacting with service users in supplying services which is termed as delivery innovation, new or altered ways of organizing activities within supplier organization also known as organizational innovation, introduction of new objectives or strategies also called conceptual innovation and social innovation which involves innovating through ideas, concepts and processes to meet social needs effectively.

Rapid changes in the business environment calls for more creativity and innovation for business sustenance, competition, growth and market lead (Gumusluoglu & Iisev, 2009). Innovation is also increasingly recognized as an important source of sustainable competitive advantage for organizations (Kirui, 2016) citing (Tseng, Liu & West, 2009).

Leaders can positively influence team members' innovation according to a study conducted on research on team leaders' influence on innovation conducted by Denti (2013) as cited by (Maina, 2016). It also revealed that leaders can exert such influence by stimulating discussion and reflection in teams, by discouraging narrow and

conformist thinking, and by facilitating innovative ideas (Somech, 2006). Moreover, leaders can stimulate their team members' beliefs in their own creativity and these results in innovation outcomes (Gong et al., 2009; Redmond et al., 1993). According to Ross and Horenkamp (2007), service delivery innovation is an ongoing process and must be embedded into the way an organization develops new products and services. It is also important that everyone in the organization is involved in seeking better ways to deliver services to their clients whether internal or external.

2.4.4 Monitoring and Evaluation

Governments are constantly pressured to show results, as a performance obligation for good governance, transparency and accountability. There has been a paradigm shift in public service management, forcing governments to be more accountable to the stakeholders and the public in particular. The accountability growing need is seen as the main purpose of evaluation (Lehtonen, 2005:169). Monitoring and evaluation (M&E) is a powerful public management tool that can be used to enhance the way governments and organizations get outcomes. Just as governments need financial, human resource, and accountability systems, governments also need good performance feedback systems.

Monitoring as defined by The Organization for Economic Cooperation and Development (OECD) (2004:16) is 'a continuous function that uses systematic collection of data on specified indicators to provide management and other stakeholders of an on-going development intervention with indications of the extent of progress and the achievement of objectives and progress in the use of allocated funds.

Evaluation is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policy makers GWM&ES policy framework (2007:6). Evaluations assess relevance, efficiency, effectiveness, impact and sustainability. The Constitution of Kenya (2010) is the basis for the process of devolution in Kenya. To ensure greater transparency and accountability, the Constitution of Kenya requires that government uses the M&E mechanism as an integral part of developing and executing government policies, programmes and projects, and in resource allocation and management at the two levels of government. This requirement is reflected in several sections of the Constitution of Kenya that relate to good governance and planning.

Monitoring and evaluation are tools to measure the performance of the organization in the timely implementation of its strategic plans. Monitoring and evaluation equally contribute to the identification of good practices and lessons learnt with respect to execution, as well as policy, strategy and programmatic design that will inform the next phase of the strategic planning.

The evaluation outcomes are important inputs to the strategic planning process and are used to adjust strategic direction and priorities (Young, 2001).The County Governments Act No. 17 (2012) outlines the responsibilities of the devolved levels, and the processes and procedures governing the relationship between the national and county levels. This includes the responsibility to prepare a County Integrated Development Plan that must include a monitoring and evaluation section. Section 108 (1) states that there shall be a five year CIDP for each county which shall have: (a) clear goals and objectives; (b) an

implementation plan with clear outcomes; (c) provisions for monitoring and evaluation; and (d) clear reporting mechanisms.

According to Crawford and Bryce (2003), monitoring provides the background for reducing schedule and cost overruns at the same time it ensures that required quality standards are achieved in project execution. Evaluation is an instrument that helps to assess to what extent the projects have achieved the set objectives (Field & Keller, 1997). Projects completion within the budget is a measure of project success. Project costs can be calculated in various forms for example of unit cost, percentage of net variation over final cost and so on (Chan, 2001).

Baker et. al., (2008) identified performance as one of the project success factors among others such as schedule performance and cost performance. Quality achievement by projects has a bearing on project success. The quality of projects and project information has a significant role in project success (Raymond & Bergeron, 2008).

County governments are expected to have monitoring and evaluation units in place in order to ensure that the county integrated development plans are carried out as planned. Counties receive billions of shillings every financial year for development and these funds must be accounted for by ensuring a systematic monitoring and evaluation activities are carried out by competent staffs. This is a key unit since counties must be accountable for the funds allocated by the national treasury and transparency must be observed.

2.4.5 Policy Framework

The people of Kenya hold all sovereign power under Article 2 of the constitution of Kenya 2010 where in effect all state organs derive their powers from. These powers are expressed in distinct functions responsibilities. They are applied by state organs at the national and county governments' levels. The two organs of governments are distinct and inter-dependent and calls for mutual relations on the basis of consultation and cooperation under Article 6(2). The Constitution provides for separation of powers, that institutes a system of checks and balances among the three arms of government. It also creates strong and independent national institutions such as the Judiciary, independent tribunals and commissions. These institutions and offices are however not devolved, they are meant to be shared between the national and county governments. Nationally, we have the Parliament, which is made up of two houses comprising of the Senate and the National Assembly. They are constitutionally mandated to represent, legislate and oversight in the operation of the devolved system. The National Assembly determines the allocation of national revenue between the two levels of government.

The Senate on the other hand is mandated to protect the interests of the counties and the county governments at the national level. Besides the protection of counties interests, other roles of the Senate include considering, debating and approving Bills concerning counties, determining the allocation of national revenue among counties, and exercising oversight over national revenue allocated to the county governments. The National Assembly and the Senate are expected to work in harmony in the discharge of their mandate. The Constitution establishes forty-seven county governments, each consisting

of a county assembly and a county executive with different functions and powers. The Constitution has vested county legislative authority, oversight, and appropriation powers in the County Assembly. On the other hand, the County Executive is expected to implement county legislation, manage and coordinate county administration. It is further tasked with the performance of other constitutional functions among others. Each and every county government is required to decentralize its functions and services to the extent that is efficient and practicable.

The Constitution of Kenya, 2010 stipulates the relationship between the two levels of government. In Article 6(2), of the constitution two levels of governments are the national government and county governments which are distinct and inter-dependent and its envisaged that they conduct their mutual relations on the basis of consultation and cooperation. Each level of government performs and exercises its powers in a manner that respects the functional and institutional integrity as well as the constitutional status of institutions of government at the other level.

The Inter-Governmental Relations Act, 2012 stipulates the framework for consultation among the two levels of governments and cooperation and dispute resolution mechanisms too. Structures have also been established on how the mutual relations and dispute resolutions should be conducted. These bodies include the Intergovernmental Relations Technical Committee, the National and County Government Coordinating Summit, the Council of County Governors and Intergovernmental Sectoral Consultative Forums on specific functions. The PFM Act 2012 also establishes the IBEC to provide a

forum for consultation and cooperation between the national government and county governments on all fiscal matters.

Both governments are expected to relate in a harmonious, collaborative and coordinated way. Under the ambit of the mentioned bodies, there have been fruitful collaborative engagements between the national and county governments that have facilitated the successful implementation of many aspects of devolution. The Summit has provided a platform for the Executives of the national and county governments to share information. The Council of Governors has also stepped in to resolve disputes at the county level.

Public finance management is anchored in the Constitution of Kenya 2010, that brought forth the fiscal decentralization and public financial management became central to policy reforms. Chapter Twelve of the Constitution outlines the principles of public finance.

The principles of public finance, based on Article 201, include the following: there should be openness, accountability also public participation and the promotion of an equitable society. It further stipulates of the sharing of the burden of taxation fairly as well as the promotion of equitable development that makes special provision for marginalized groups and areas. Also expected are responsible financial management and fiscal reporting. It calls also to the requirement that the burdens and benefits of the use of resources and public borrowing be shared equitably between the present and generations to come.

County budgeting and development planning should be informed by the priorities set out in the County Integrated Development Plans (CIDP). The CIDPs should be aligned to Medium Term Plans, the Kenya Vision 2030 and other national development plans. However, at the moment, it is evident that members of the county assemblies in some counties are in conflict with the county executives over the expenditure of county funds. This arises from demands to allocate funds to, and implement projects outside the CIDP.

According to (MoDP, 2015) there have been challenges with the ability of county governments to raise adequate revenues. In addition, the capacity of counties to absorb allocated funds threatens the delivery of services. It has also been noted that few counties have been able to adhere to the requirement that 30% of their budget be reserved for development activities due to the fact that over 70% of their budget is consumed by recurrent expenditure and a burgeoning workforce among other factors.

2.4.6 Execution of County Integrated Development Plans

Execution of County Integrated Development Plans (CIDPs) formed the dependent variable of the study and was measured by timeliness and accessible services. Strategy implementation involves development and execution of a series of plans, programmes and portfolios over a period of time (Pearce & Robinson, 2011). Ochanda (2010) in a study on determination of strategy implementation challenges at Kenya Industrial Estates Limited applied in-depth interviews with the board members, top-level managers, the middle level managers and the shop floor employees with the assistance of an interview guide. In the execution of the period between the years' 2003-2008 strategic plan, out of the strategy critical elements of the organisation, the organisation was only capable to align its structure, culture and leadership to its strategy. Policies, procedures and support systems, the reward and motivational structures, resource allocation and budgetary allocation persisted posing a challenge to the successful execution of the strategy. The significance of communication of responsibilities and accountability with regard to the strategic plans was overlooked. The organization poor performance persisted.

According to Hamm (2011) as cited by Katana (2017), execution is all about outcomes. Hamm (2011) describes execution as the point where the rubber meets the road, as a game in which scoring is done and winners and losers are declared, where there is no place to hide during the game and where every day is a game day. It is a belief that at the end of the day leaders are paid and held accountable to produce results.

Execution is marked by measurement and feedback and by continually keeping score, learning and making improvements or corrections.

Muell and Cronje (2008) cited by Katana (2017) identifies execution of strategy the number one obstacle facing managers in the 21st century. They perceive execution as the least researched management area and that unsuccessful strategy execution is persisting to have a key financial impact on organization's profits and competitive advantage. A government is expected to deliver better services through implementation of strategic plans to its citizens and the parameters of measuring this service delivery entails low inflation, better education, provision of improved health care at affordable rates, provision of clean water, provision of good roads and good road networks to the rural areas for the transport of agricultural products and raw materials (Abe & Monisola,2014) as cited by Wagana (2017).Service delivery entails services and their supporting systems that are regarded as a state responsibility. These include social services that are primary education and basic health services, infrastructure-water, sanitation, roads and bridges and services that promote personal security (Carlson et. al., 2005).

The process of implementing strategies entails the periodic review of strategy on the basis of the changes within and outside the organization and adopting changes from the lessons learnt. As a continuous and repetitive process, organization's selected plan needs to be continuously reviewed during implementation. This element of implementing strategy makes it possible for the strategy of the organization to continue being flexible and that ensures the organization compete favourably in the current market environment.

2.5 Critique of the Related Literature

The fact that leader-behaviour and leader-trait research centered almost exclusively on the observation of individuals at lower organizational levels, whose primary role concerned supervision or observation of university students in laboratories, to the exclusion of studies on higher-level leaders responsible for the functioning of entire organizations (House, 1997). Recent studies have caused confusion by using the term strategic leadership extensively. This has led to some researchers observing that empirical literature does not always distinguish between the study of strategic leaders, and that of strategic leadership (B.Boal, 2001). In addition, Rowe (2001) as quoted by (Serfontein & Hough, 2010) argued that the terms strategic leadership and executive leadership have been used interchangeably, and that they both involve the management of the organization as a whole, as well as efforts to attain short and long-term objectives for the organization (Rowe 2001).

According to Kihara (2016) there is a mixed perception from contemporary scholars that deviates from the original thinking advanced by Chandler (1962) that “structure always follows organization’s strategy”. There are counter arguments in the literature that tend to point out that the opposite also holds some truth. Some scholars have argued that organization “strategy follows the structures that are already laid down in organizations (Hall & Saias, 1980; Bielawska, 2016). The scholars observed that while most of the studies are in agreement with Chandler’s (1962) works, the nature of the relationship

between structure and strategy requires re-examination. The scholars suggested an alternative view by stating that the strategy, structure, and environment are closely intertwined. The literature has it that strategic direction variable (Hamel, & Prahalad, 1989, Madu, 2013) is often embedded in various organizations' practices and configurations implying that it does not influence organization's performance directly. The direct treatment of this variable in previous studies also raises a fundamental question if it needs to be treated directly or have to be mediated by other variables. Majority of the past studies have treated it directly.

It was also observed that similar studies in strategic direction gave mixed outcomes (Lumpkin & Dess, 1996; Odita & Bello, 2015; Kitonga, Bichanga & Muema; 2016). Some of them found a direct relationship between strategic direction and organisation performance (Lumpkin & Dess, 1996; Odita & Bello, 2015; Kitonga, Bichanga & Muema; 2016) while others have found that strategic direction works well when it is embedded in other strategy variables.

2.6 Research Gaps.

The research that has been carried out on the strategic leader has comprised studies trying to establish a link between CEO charisma and performance (Tosi, Misangyi, Fanelli, Waldman & Yammarino, 2004). Simba et. al., (2015) evaluated the strategic management determinants of value addition of industrial fish processors in the sea food processing sub chain in Kenya and used the variables: strategic planning practice, technological competitiveness, market competition and corporate policies. In Kenya the

government commenced many strategies on public service reform all expected to improve efficiency in service delivery to the public by ensuring that holders of public office are held accountable for results (Hope, 2013). Other studies carried out includes one on factors influencing the implementation of county governments mandates in Kenya. Taylor (2007) did a study on the role of strategic leaders in strategy implementation. He used an explorative research design for a period of ten years. The findings revealed that good leaders will always ensure that major changes take place such that they can obtain the highest level of improvement in activities related to the organization. To succeed, such leaders communicate to both external and internal members through the use of an open style of management, whose main objective is the development of new corporate cultures which employees can fit in to. Awino (2007) examined selected variables on corporate performance: A survey of supply chain management in large private manufacturing firms in Kenya.

The study used a descriptive survey research design to investigate the relationship between variables. The study used both primary and secondary source of data. It found out that it is only good leadership which can ensure effective implementation of strategies. Awino (2007) further argues that the top management, led by the CEO, must commit everything for strategy implementation to be a success, and that includes involving all members of staff.

Lufthans (2012) did a survey of the influence of transformational leadership on strategy

Implementation at Kellogg a multinational food manufacturing company. The study used a descriptive survey and interviewed a hundred top management executives. The findings showed that it was imperative for organizational leaders to provide resources, share the vision, show commitment, and ensure employee involvement in strategy implementation as well as welcoming new ideas. Aosa (2008) studied the nature of strategic management; the findings revealed that the kind of leadership exhibited by the top management influenced how strategic plans implementation would vary from one organization to the other, with some organizations having low participation while others exhibited high participation. Ndunge (2014) studied the role of strategic leadership and change management practices at the Kenya Wildlife Service. Muhoro (2011) investigated the effect of leadership in strategic change implementation in Telkom Kenya. The study used a descriptive survey to explain the existing relationship between strategic leadership and implementation of strategic change management. The study used primary data which was collected using a questionnaire.

The results showed that leadership was an essential tool in effective change management; leaders provided support, direction, facilities and resources that enhanced successful implementation of strategy. Wagana (2017) did a study on effect of Governance Decentralization on service delivery in county governments in Kenya while Maina (2016) had a study on effects of transformational leadership on service delivery by county governments in Kenya. Mokaya (2016) did a research on board functions, accountability practices, governance structures and performance of county governments in Kenya. The research did not look into the aspect of strategic leadership in the counties

which the current study intended to explore on the execution of the county integrated development plans. Omoro (2016) study on the role of strategic leadership in strategy implementation in the Geothermal Development Company in Kenya, the findings revealed that strategic leadership plays a crucial role in effective strategy implementation at GDC. This research was done in the energy sector and hence could not be generalized to other areas like county governments in Kenya which therefore creates a gap to be filled by the current study. From the above review, the findings depict that strategic leadership play an important role in contributing towards execution of strategies. The kind of leadership style, communication approach and organizational resources highly influence strategy Implementation in the organization. Even though extensive research has been done on the influence of strategic leadership on strategy implementation, no current study that is known has been carried on counties pertaining the role of strategic leadership on county governments execution of county integrated development plans.

This study attempts therefore, to bridge this gap by determining the role of strategic leadership on execution of county integrated development plans by county governments in Kenya.

2.7 Summary

This chapter discusses the strategic leadership theory as the main theory and other theories that captures the variables. This is followed by a review of literature on each of the five variables under study namely: envisioning, institutionalization, innovation,

monitoring and evaluation and policy framework as a moderating variable. Strategic leadership has been found to be the preferred style of leadership in an environment that is as complex as county governments where cultural and organizational structure are needed in order to implement the county integrated development plans.

Organizations that embrace strategic planning record better performances. Every aspect of county budgeting and development planning should be informed by the priorities set out in the County Integrated Development Plans (CIDP). The CIDPs should be aligned to Medium Term Plans, the Kenya Vision 2030 and other national development plans. Visionary leadership combined with managerial leadership is found in strategic leadership. Counties are allocated billions of Kenyan shillings which needs accountability to different government agencies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods and study approaches involved in carrying out the research. The aim of this chapter is meant to indicate the sample that was chosen, the techniques that were employed in arriving at the samples and the instruments that were employed during the collection of the data. It also includes methods that were employed in data analysis, type of research design and kind of data collected.

3.2 Research Philosophy

Research philosophy relates to the development of knowledge and nature of that knowledge and contains important assumptions about the way in which researchers view the world (Saunders, et. al., 2007). There are two main epistemological research philosophies that are applied in social sciences. These are positivism and Phenomenology. This study was anchored in the positivism because it sought to objectively establish facts by empirically establishing relationships between variables. Positivism is based on the assumption that the observer is independent of what is being observed and measurement should be through objective based rather than being inferred subjectively (Mugenda and Mugenda, 2003).

3.3 Research Design

According to Creswell (2014) a research design is plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. This study employed a descriptive survey research design. Descriptive survey design was appropriate for this study since it facilitated proper description of the variables under review (Okumbe, 2001). The design was appropriate for the study since it allowed collection of information for independent and dependent variables using questionnaire. Orodho (2003) and Namusonge (2010) observed that this method was best suited for gathering descriptive information where the researcher wanted to know about people attitudes pertaining one or more variables through direct questions.

3.4 Target Population

Sekaran (2010) posits that a target population is classified as all members of a given group to which investigation is related, whereas the accessible population was looked at in terms of those elements in the target population within the reach of the study. Kothari (2012) defined a population as a group of events, people or items of interest with a common observable attributes. Ewing (2011), described a population as the set of sampling units or cases that the researcher is interested in.

The target population was five counties which was 10% of the total number of 47 Counties in Kenya. The key staffs that carried out the task of implementation of CIDPs had been identified as the County Chief Officers, County Boards Secretaries, Directors,

Clerks of County Assemblies, Chairs of Public Accounts Committees in County Assemblies and Heads of M&E in the counties. Target population was 123 respondents.

3.5 Sampling Frame

The County Governments of Kenya formed the sampling frame. The Constitution of Kenya 2010 provided for devolution of political and administrative authority to forty-seven counties which are semi-autonomous (CoK, 2010). The researcher targeted five counties namely: Kiambu County, Murang'a County, Nyeri County, Kirinyaga County and Nyandarua County. Selection was based on Infotrak County Index that ranked them in top five in addition of being densely populated which exhibited a unique balance between rural and urban populations (Infotrak,2015).

3.6 Sample and Sampling Techniques

Sampling has been described as a procedure a researcher uses to gather people, places or things to study. It's a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002). The study applied two steps sampling approaches. These were Purposive Sampling and Simple random sampling. Purposive sampling is a non-probability technique that entails the conscious selection by the researcher of opinion leaders to include in the study. The participants were selected on the basis of having particular characteristics that were of interest to the researcher.

Simple random sampling technique on the other hand gives room for each potential respondent the probability of being selected, hence giving a high degree of representativeness and had been used to identify counties' officials who would participate in the study.

3.6.1 Sample Size

The formula developed by the researchers Krejcie and Morgan was used (Krejcie & Morgan, 1970). From the sample size determination table, the target population of 123 respondents required a sample size of 92. The study purposefully used all the twenty officers namely: 5 County Secretaries, 5 Clerks of County Assemblies, 5 Chairs of County Public Accounts Committees and 5 Heads of Monitoring and Evaluations. The remaining one hundred and three were distributed proportionately to a sample size of seventy-two and the seventy-two were randomly selected from the hundred and three as follows:

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

Where:

- S = Required Sample size
- X = Z value (e.g. 1.96 for 95% confidence level)
- N = Population Size
- P = Population proportion (expressed as decimal) (assumed to be 0.5)

(50%)

d = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error

County Chief Officers $\frac{48 \times 72}{103} = 34$

103

Directors $\frac{55 \times 72}{103} = 38$

103

Table 3.1: Distribution of sample per each group

Staff Designation	Target Population	Sample Size
County Chief Officers	48	34
Directors	55	38
County Secretaries	5	5
Chairs of Public Account Committees	5	5
Heads of Monitoring & Evaluation	5	5
Clerks of County Assemblies	5	5
Total	123	92

Source: County Service Public Boards (CSPB, 2017)

3.7 Data Collection Instruments

Instruments for data collection choice are key to the success of a research. It is therefore important for the researcher to take into consideration the type of the topic, response rate, time and the targeted population. Kothari (2004) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or set of forms. Wilson (1994) states that the questionnaire is a widely used and useful instrument for collecting survey information, providing structured, often numerical data, being able to be administered without the presence of the researcher and often being comparatively straight forward to analyze. Cohen (1989) defines a questionnaire as a self-report instrument used for gathering information about variables of interest to an investigation.

The choice of a questionnaire was because it had merits of allowing respondents a greater depth of response, time to verify answers and anonymity. Another advantage is that it was economical since it saves time and also cost. The questionnaire was divided into different sections. The questionnaire had close - ended and open-ended questions. An open ended question gives respondents the freedom to express their views or opinions and also make suggestions (Aleck, 2004). A 5-point Likert scale ranging from 'Strongly Agree' to 'Strongly Disagree' was adopted for rating purpose.

3.8 Data Collection Procedure

3.8.1 Questionnaires

This was the main or primary data collection instrument for this research. A questionnaire is a data collecting tool that is designed by the researcher and its major reason being to communicate to the participants what is intended to elicit desired responses in terms of empirical data from the participants in order to achieve research objectives (Mugenda & Mugenda, 2008). A questionnaire containing both open-ended and closed questions, as well as 5-point likert scales was used for collecting primary data.

Questionnaires were distributed to the respondents with instructions on how to fill them. A respondent was selected purposely (purposive sampling) there after he/she directed the researcher to a colleague (snowball sampling) and so on till the researcher achieved his target per county per category. Yang (2008) states that the questions in a study are directly related to the research questions. The procedure for issuing the questionnaires to the respondents was through self introduction. The Questionnaires were administered using a drop and pick method. The questionnaires were accompanied with an introduction letter and a data collection authority letter from the National Council for Science, Technology and Innovation (NACOSTI). Research assistants were trained and engaged to administer and follow up on the questionnaires.

3.8.2 Secondary Data

Secondary data was collected from Office of Controller of Budgets reports, Commission on Revenue Allocation, Peer. Reviewed journals, County integrated Development Plans reports and research articles.

3.9 Pilot Testing

The questionnaire was pilot tested to determine its validity and reliability. Pilot test was conducted in order to determine approximate length of the survey in terms of time, as well as to further refine the instrument. The pilot test checked if the length of questionnaire was acceptable and uncovered any difficulties arising from the procedure and feedback given was used to make necessary adjustments. According to Mugenda and Mugenda (1999), a successful pilot study uses a 1% to 10 % of the actual sample size. The research instrument was pretested using a sample of 10% of the actual sample size. A total number of 10 respondents were targeted. The respondents who took part in the pilot test were not included in the final data collection process. Kericho County was selected county for pilot-testing. It was a County that had been ranked among the top counties by the office of the Controller of budgets on absorption of development funds and allocated its budget beyond the 30% threshold on development agenda as per the PFM Act 2012.

3.9.1 Validity of Research Instrument

Validity is the ability of the research instrument to measure what is supposed to measure (Copper & Schindler, 2006). There are various types of validity including construct, content, face and criteria related validity. The research study used both content and constructs validities. Content validity was observed by questionnaire being examined by experts in the strategic management discipline. Construct validity was observed by dividing the questionnaire into several parts which had information for a specific objective and ensured that it was in tandem with the conceptual framework. This enabled the researcher to assess validity of instrument including clarity, relevance, interpretation of questions and time spent and improve where necessary.

3.9.2 Reliability of the Research Instrument

Reliability is a measure of the degree to which instruments yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). Reliability of pilot study was carried out using officers from county which were not included in the study. Cronbach alpha coefficient which is used to assess the internal consistency among research instruments items was used. Cronbach Alpha coefficient equals zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component. If the values are too low, either too few items were used or the items had little in common (Kothari, 2004).

His suggestion is that of a value of not less than 0.7 to be acceptable while Sekaran (2003) posits that any values between 0.5 and 0.8 are adequate to accept internal consistency. A threshold of a Cronbach Alpha of 0.7 and above is acceptable. Cronbach Alpha was used to test the reliability of the proposed constructs.

3.10 Data Analysis and Presentation

According to Bryan and Cramer (2011), data analysis is aimed at meeting the research objectives and provides answers to research questions. Kothari (2008) defines data analysis as the use of logic to understand and interpret data collected. Filled questionnaires were edited for completeness and consistency. Qualitative data was analysed by coding, categorizing into themes and analysed using the required statistical tests for descriptive statistics and frequency distributions such as standard deviation, mean and percentage. Statistical software for data analysis known as statistical package for social sciences (SPSS version 22) was used. Pearson Correlation and regression analysis was used to establish the association among the study variables and to test the formulated hypotheses. The ANOVA tests were carried out to test if the regression analysis model used was fit or not. Namusonge (2016) argues that the significance of F ratio is used to determine if the model used was fit or not. ANOVA tests by application of p-values. Testing hypothesis was done using p value, where if p value was less than or equal to 0.05 the null hypothesis was rejected.

The Multiple regression model (details Appendix V: Study Objectives, Hypotheses and Analytical Models) equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_i X_i Z + e$$

Where: Y is the dependent variable

β_0 is the constant term

β_i is the coefficient of the independent variable X_i where $i = [1, 2, \dots, n]$

X_i is independent variable where $i = [1, 2, \dots, n]$, e is the error term.

Y = Execution of CIDPs by County Governments in Kenya, X_1 = Envisioning, X_2 = Institutionalization, X_3 = Innovation, X_4 = Monitoring & Evaluation, $X_i Z$ = is the interaction between the moderating variable (policy framework) and each independent variable.

Moderating Effect Analysis – A moderator is variable that affects the direction and the strength of the relationship between an independent variable and a dependent variable. The moderating variable may reduce or enhance the direction of the relationship between independent variable (predictor) and dependent variable, or it may change the direction of the relationship between the two variables from positive to negative (Ng’ethe, 2013). A moderator is supported if the interaction of predictor and moderator on the outcome of the dependent variable is significant (Berry, 2010).

The study adopted the hierarchical multiple regression to assess the effects of the moderating variable (Policy framework).

Table 3.2: Operationalization of Variables

VARIABLE	OBJECTIVE	INDICATOR	SCALE
Envisioning	To analyse the role of Envisioning in Execution of County Integrated Development Plans by County Governments in Kenya	<ul style="list-style-type: none"> • Relevance of mission & vision to County's CIDPs • County's plans clear • Strategic leadership • Clear performance targets • Job contribution towards mission • Staff motivation by County Executive • CIDPs are aligned to MTP 2 and Vision 20130 • Communication well structured • Training of staff on implementation 	5 Point Likert Scale, 9 items
Institutionalization	To analyse the effect of Institutionalization in Execution of County Integrated Development Plans by County Governments in Kenya	<ul style="list-style-type: none"> • Effective structure to support CIDPs • Roles & responsibilities understanding • Decision making process understanding • Extent of subscription to County's mission content • Corporate rules & Regulations • Clear communication • Capacity development policy 	5 Point Likert Scale, 7 items
Innovation	To explore the role of Innovation in Execution of County Integrated	<ul style="list-style-type: none"> • Use of social media platform to reach citizens • New strategies on Service delivery 	5 Point Likert Scale, 7 items

VARIABLE	OBJECTIVE	• INDICATOR	SCALE
Monitoring and Evaluation	Development Plans by County Governments in Kenya To analyse the role of M&E in Execution of County Integrated Development Plans by County Governments in Kenya	<ul style="list-style-type: none"> • Collaborations with Universities & other research institutions • Motivational schemes for staff • Out-sourcing services • Research & Development team • Outsourcing for some functions • • Number of Projects Completed within given time-frame • Effective M&E initiatives • M&E teams present • Functional Internal Audit department • Impact of the projects • Budget compliance • Customer satisfaction 	5 Point Likert Scale, items 7
Policy Framework	To establish the moderating influence of Policy framework on the role of strategic leadership in Execution of County Integrated Development Plans by County Governments in Kenya	<ul style="list-style-type: none"> • Cooperation & consultation • Accountability • Public participation • Intergovernmental relations on CIDPs • CIDPs aligned to PFM Act 2012 • CIDP enhancement implementation • PFM Act 2012 development threshold increment 	5 Point Likert Scale, items 7
CIDPs Execution	To Investigate the Role of Strategic Leadership on Execution of County Integrated Development Plans by County Governments in Kenya	<ul style="list-style-type: none"> • Timeliness • Cost/Budget • User satisfaction & Quality • Achievement of Objectives • Accessible services • All CIDPs completion within 5 years 	5 Point Likert Scale, items 6

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the key findings of the study that sought to establish the role of strategic leadership on the execution of county integrated development plans by county governments in Kenya. Response rate and study sample characteristics are the first to be presented. The chapter further presents research results using descriptive and inferential statistics. It starts with the response rate, personal characteristics of the sample and provides findings according to the following study objectives: To analyse the role of envisioning in execution of County Integrated Development Plans by County Governments in Kenya. To analyse the effect of institutionalization of programmes in execution of County Integrated Development Plans by County Governments in Kenya. To explore the role of innovation in execution of County Integrated Development Plans by County Governments in Kenya. To analyse the role of monitoring and evaluation in execution of County Integrated Development Plans by County Governments in Kenya. To establish the moderating influence of policy framework on the role of strategic leadership in execution of County Integrated Development plans.

4.2 Response Rate

High response rate assures that the findings are representative of the target population. In the study sixty six (66) out of ninety two (92) questionnaires administered to the participants were filled and returned.

The response rate was seventy one point seven-four (71.74%). According to Bryman and Bell (2015) and Mugenda and Mugenda (2009), a response rate of (50%) is sufficient for data analysis and drawing conclusions, (60%) response rate is good and above (70%) is excellent. Hence referring to Table 4.1 the response rate was rated excellent.

Table 4.1: Response Rate

Item	Frequency	Percentage
Returned	66	71.74
Unreturned	26	28.26
Total	92	100

Counties Response Rate	Response Rate	Percentage
Distribution		
Kiambu	16	24.2
Nyeri	10	15.2
Kirinyaga	13	19.7
Nyandarua	15	22.7
Murang'a	12	18.2
Total	66	100

The respondents from Kiambu and Nyandarua were the majority. This could have been occasioned by the fact that the researcher had some contacts in those counties who went an extra mile to encourage their workmates who were the targeted respondents to fill the questionnaires.

4.3 Reliability Tests

Cronbach Alpha was used to determine the internal reliability of the items in the questionnaire in the study. Reliability is a measure of the degree to which instruments yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003).The Cronbach Coefficient was used to assess the reliability of each variable and the decision matrix. Table 4.2 indicates the decision matrix.

Table 4.2: Cronbach Alpha Decision Matrix

Cronbach Alpha Coefficient	Strength
Less than 0.6	Poor
0.60 and less than 0.70	Moderate
0.70 and less than 0.80	Good
0.80 and less than 0.90	Very good
Greater than 0.90	Excellent

Source: Adapted from Zikmund, Babin, Carr and Griffin (2010).

Cronbach alpha coefficient equal zero when the true score is not measure at all. Alpha equals 1.0 when all items measure only the true score and there is no error component. Kothari (2004) argues that a value of not less than 0.7 to be acceptable while Sekaran

(2003) indicates that any values between 0.5 and 0.8 are adequate to accept internal consistency.

According to Zikmund et. al., (2010), an alpha of more than 0.70 is acceptable. The study therefore adopted Zikmund (2010) and Kothari (2004) who have given the same alpha of 0.70 as acceptable.

Table 4.3: Reliability statistics for each variable

Variable	Number of items	Cronbachs' Alpha	Decision
Envisioning (strategic direction & communication)	9	0.800	Accepted
Institutionalization (Organization structure & Organization culture)	7	0.855	Accepted
Innovation	7	0.808	Accepted
Monitoring &Evaluation	7	0.829	Accepted
Policy framework	7	0.935	Accepted
Execution of CIDPs	6	0.769	Accepted

The results from table 4.3 reveals that all the variables met the alpha threshold of 0.70 and above and therefore indicated good internal consistency among the items under the study. Envisioning (strategic direction & communication) had $\alpha = .800$, Institutionalization (organization structure & organization culture) had $\alpha = .855$, while Innovation had $\alpha = .808$, Monitoring and evaluation had $\alpha = .829$ and Policy framework had $\alpha = .935$ and lastly Execution of county integrated development plans had $\alpha = .769$.

4.3.1 Factor Analysis

The researcher used factor analysis to group together variables that had something in common. Hair et al. (2010) argues that factor analysis is key in research to test for construct validity and show variability among observed variables and checks for any correlated variables so as to minimize redundancy in data. Results of factor analysis showed that all items had factor loadings greater than 0.4 which agrees with David et. Al., (2010) that any value 0.40 or above is acceptable for factor loading purpose. The results are captured in Appendix IV.

4.4 Sample Demographics

The section outlines the general characteristics of the respondents from the 5 county governments in terms of their age, gender, academic qualifications, positions and departments served.

4.4.1 Distribution of Respondents by Gender

The classification of the respondents according to gender is presented in Table 4.4.

Table 4.4: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	49	74.2
Female	17	25.8
Total	66	100

The results in table 4.4 indicates that the majority of County governments officials in charge of execution of county integrated development plans were males (49) representing a percentage of (74.2%) and 17 were females representing a percentage of (25.8%) .The result reveals that females are not well represented in the execution levels. From the results, counties are not observing the one-third rule in their recruitment and promotion of the gender rule which stipulates that at least one-third must be from the either gender. This is a gap that county boards should strive to bridge.

4.4.2 Distribution of Respondents by Age

The distribution of the respondents by age is presented in table 4.5.

Table 4.5: Distribution of Respondents by Age

Age bracket	Frequency	Percentage
20-29	1	1.5
30-39	19	28.8
40-49	31	47
50 and Above	15	22.7
Total	66	100

The results also indicates that (1.5%) of the County Government officials who took part in the research were between 20-29 years old,(28.8%)were between 30-39 years old, (47%) were between 40-49 years old and (22.7%) were 50 years and above.

The results indicate that the majority of the respondents are between 40 and 49 years.

This age has vast experience, skills, very active and energetic (Kimani, 2015).

4.4.3 Distribution of Respondents according to highest academic qualifications

The findings in regard to the education levels of respondents are presented in table 4.6.

Table 4.6: Distribution of Respondents by Academic Qualifications

Level of education	Frequency	Percentage
Masters	42	63.6
Degree	19	28.8
Diploma	3	4.5
PHD	2	3
Total	66	100

Table 4.6 indicates that two (2) respondents, that is, (3%) were doctorate degree holders, forty-two (42) of the respondents, that is, (63.6%) were holders of master degrees, nineteen (19) of the respondents that is (28.8%) were bachelor degree holders and three (3) of the respondents were diploma holders. It is therefore correct to say that an overwhelming majority of the respondents hold postgraduate qualifications. It can be inferred that the responses of the respondents in this study were well informed as per educational qualifications. Kariuki (2013) noted that education level contributes towards understanding varied government policies and that high literacy levels enhances the ability to communicate effectively and ultimately it enables effective participation. Strategic plans and implementations are very complex (Robinson & Pearce, 2004) and calls for staff with a high degree in logistical and analytical skills.

Also supporting the findings is Thamrin (2012) that during research process, respondents with technical knowledge on the study problem assist in collecting reliable and accurate data on the problem under investigation. The findings concur with these scholars since an overwhelming majority of the respondents hold postgraduate qualifications.

4.4.4 Departments Served by the Respondents

Table 4.7: Departments respondents work in

Department	Frequency	Percentage
Finance/Economic Planning	11	16.7
Public administration/HR/Communication	9	13.6
Trade/Industrialization/Cooperatives	9	13.6
Lands	7	10.6
Agriculture	7	10.6
Water, Environment, Natural resources	5	7.6
Health	4	6.1
Roads/Infrastructure	4	6.1
Sports/Youth/Tourism	3	4.5
M & E	3	4.5
Education	2	3
Special Programs	1	1.5
County Assembly	1	1.5
Total	66	100

The highest percentage reported was from the department of Finance, Economic Planning which had been named differently by different counties.

Public administration, HR, Communication departments were the second highest in percentages. The lowest percentage was Special Programs and County Assembly.

4.4.5 Positions of the respondents

The distribution of Respondents according to Positions held in the counties is presented in table 4.8.

Table 4.8: Positions of the respondents

Position	Frequency	Percentage
Director	33	50
Chief Officer	21	31.8
Clerk County Assembly	5	7.6
Public accounts committee Chair	5	7.6
Head of M & E	1	1.5
County secretary	1	1.5
Total	66	100

Table 4.8 indicates the positions held by the respondents. The majority were the directors (50%), Chief Officers (31.8%), Clerks of county assemblies (7.6%), Public accounts committees chairs (7.6%), Heads of Monitoring and Evaluation (1.5%) and County secretary (1.5%). As expected the directors and chief officers are the implementers of the county integrated development plans in the counties and hence their percentage was over 80%.

4.4.6 Number of years serving in the county

The distribution of Respondents according to number of years served in the counties is presented in table 4.9.

Table 4.9: Number of Years serving the County

Duration of work in the county	Frequency	Percentage
< 3 years	8	12.1
3 _ 6 years	55	83.3
> 6 years	3	4.5
Total	66	100

From Table 4.9, (12%) of the respondents had served the county for less than three (3) years. This could be attributed to many factors like resignations and other human resource related factors. An overwhelming majority (83.3 %) of the respondents had served the counties for between three (3) years and six (6) years. (4.5%) of the respondents had served the counties for over six (6) years. This group of respondents was retained from the defunct local governments and also those seconded by the Transitional Authority. They were mandated to ensure a smooth transition of functions from the national government to county governments. The finding supports the work of scholars like Thompson and Strickland (2007), Pearce and Robinson (2004) and Letting (2009) who found the need for employees with enough experience to achieve effective performance and implementation of strategies.

4.5 Normality Test

The purpose of normality test was to assess whether the sample was obtained from a normally distributed population. When this assumption is violated, the study results are likely to give biased estimates of the parameters.

Kolmogorov-Smirnov and Shapiro-Wilk test were used to test the normality of dependent variable (Execution of CIDPs).The null hypothesis in the Kolmogorov-Smirnov and Shapiro Wilk test of normality is that the data for the variable is normally distributed. The desirable outcome for this test is to fail to reject the null hypothesis. The tests fail to reject the hypothesis of normality when the p-value is greater than or equal to 0.05 (Shapiro &Wilk, 1965). The decision rule is such that fail to reject H_0 if P- value greater than the 0.05 alpha level otherwise reject H_0 if P- value is less than 0.05 alpha level. The hypotheses were stated as follows:

H_0 : The data is normal

H_1 : The data is not normal.

Table 4.10: Kolmogorov-Smirnov and Shapiro-Wilk Tests

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Execution	.126	60	0.290*	.978	60	0.614

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance

Table 4.10 shows that the Kolmogorov-Smirnov and Shapiro-Wilk statistics were 0.126 and 0.978 respectively. The associated p-value was 0.290 and 0.614 for the Kolmogorov-Smirnov and Shapiro-Wilk statistics respectively. Since the p-values for both tests were greater than the significance level (0.05) the dependent variable (execution) is normal in distribution and allows subsequent analysis to be pursued. The results concur with Sasaka (2016) who argued that when data has normality it is possible to make any inferential and parametric statistical analysis as there is minimal chance of outliers.

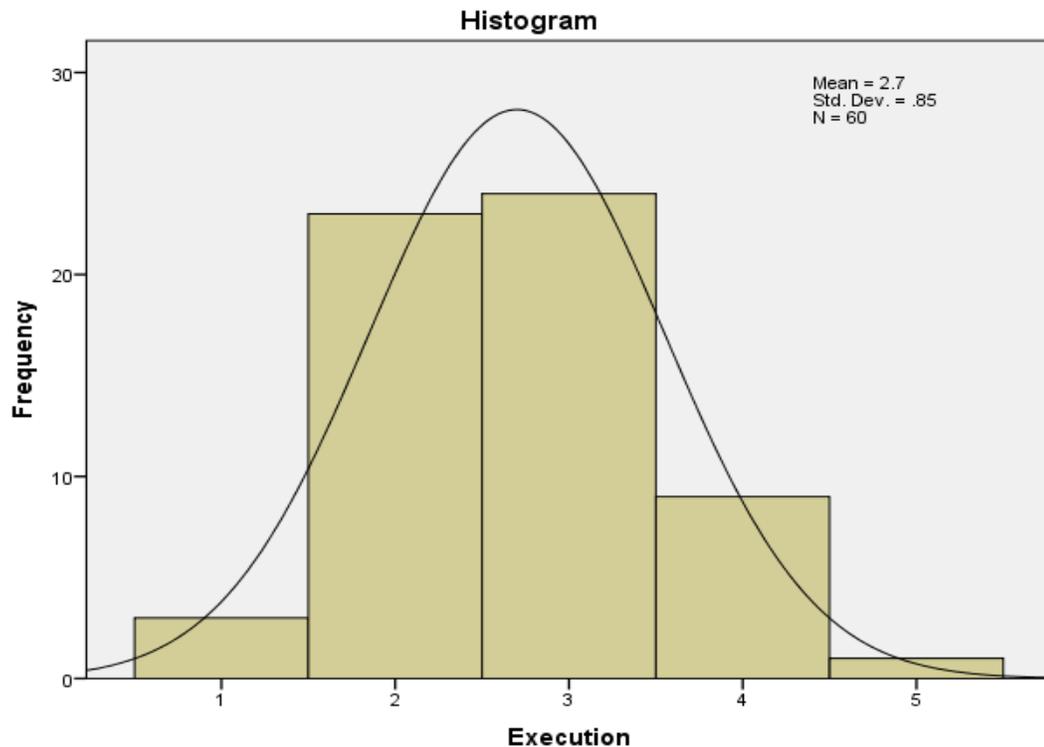


Figure 4.1: Normal curve for Execution of CIDPs

Figure 4.1 reveals minimal deviation from normality. Hence overall the distribution indicates to be normally distributed.

4.5.1 Quantile-Quantile Plot of Execution of CIDPs

For the data to be normally distributed the observed values should be spread along the straight diagonal line shown in Fig 4.2. Observed values are spread very close to the straight line and some falling within the line hence there is high likelihood that the data is normally distributed. The finding affirms the Q-Q Plot below.

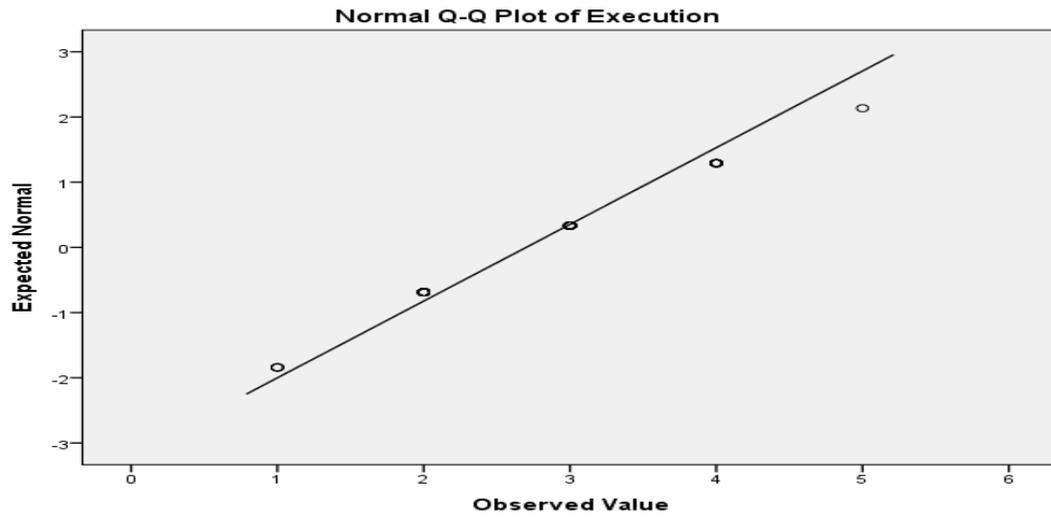


Figure 4.2: Q-Q plot of Execution of County Integrated Development Plans

4.6 Autocorrelation Test

The test for autocorrelation was examined using the Durbin-Watson test which is based on the assumption that the errors in the regression model are generated by a first-order autoregressive process observed at equally spaced time periods (Montgomery, Peck & Vining, 2001). The results shown indicate that the Durbin-Watson’s value is 1.628 and it is within the value ranging between 1.5 and 2.5 and hence there was no presence of autocorrelation in the data. Given the absence of autocorrelation, it therefore means that the data was reliable for further analysis.

Table 4.11: Test for Autocorrelation

Model Summary	
Model	Durbin-Watson
1	1.628

a. Predictors: (Constant), Policy framework, Strategic direction, Monitoring and evaluation, Organisation structure, Organisation culture, Innovation, Communication
b. Dependent Variable: Execution

4.6.1 Descriptive Results

The next section entails descriptive statistics results for all the variables under the study.

4.6.1 Descriptive results on the role of Envisioning (Strategic direction and Communication) on Execution of County Integrated Development Plans

4.6.1 Descriptive analysis

Table 4.12: Role of envisioning on execution of county integrated development plans

Strategic Direction and communication	Extent of agreement or disagreement of strategic leadership roles (%)					Descriptive Statistics		
	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree	N	Mean	Std. Deviation
I understand the county mission and vision clearly	64.6	35.4	0	0	0	65	1.35	0.482
Strategic leadership is key in CIDPS execution	64.6	33.8	1.5	0	0	65	1.35	0.513
The county strategic plans are implemented fully	12.7	30.2	27	22.2	7.9	63	2.81	1.162
The CIDPS are aligned to second MTP and vision 2030	29.7	62.5	4.7	1.6	1.6	64	1.83	0.725
I understand how my job contributes towards the vision and mission of my county	70.8	27.7	0	1.5	0	65	1.31	0.557
Performance target are aligned to county's development plans	27.7	47.7	23.1	0	1.5	65	2	0.81
Communication to implementation teams is well structured	20	55.4	9.2	13.8	1.5	65	2.2	0.987
The county executive has played a role in motivating me to work towards set development plans	26.2	50.8	12.3	10.8	0	65	2.11	0.904
All staff have been trained and sensitized on CIDPs	3.1	20	30.8	33.8	12.3	65	3.34	1.035

Key: Strongly Agree=1, Agree =2, Not Sure =3, Disagree =4, Strongly Disagree=5

The response in Table 4.12 reveals that two items had a standard deviation of more than 1.0 which therefore indicates that there were extremes in scoring. Standard deviation is the most widely used and stable measure of dispersion and takes into account each score in the distribution (Kothari & Gary, 2014). The highest standard deviation was 1.162 which shows there were extremes in the scoring. In the item ‘The county strategic plans are implemented fully,’ (12.7%) of the respondents strongly agree, (30.2%) agree. However, (27.0%) of the respondents are not sure, (22.2%) disagree and (7.9%) of the respondents strongly disagree. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation of 1.162 and a mean of 2.81 respectively.

The results indicated that (64.6%) of the respondents strongly agreed and (35.4%) agreed that they understand their county mission and vision clearly. This statement was a 100% agreed upon by all respondents. This item had the lowest standard deviation of 0.482 and a mean of 1.35. The findings hence reflects that majority of the respondents viewed the item from same angle. The findings are in agreement with Odita and Bello (2015) whose study revealed that strategic direction positively and significantly relates to organization performance and it is found in the mission and vision and objectives. Makori (2014) further collaborates that mission and vision provides direction, discovery and destiny for the organization. The current study concur with Ozdem (2014) who states that a vision explains what the organization wants to be and the level it wants to attain and communicates the organization’s dream. Seven items had a standard deviation of less than 1.0 which indicates there were no extremes in the scoring.

As to whether Strategic leadership is key in CIDPs execution, a majority (64.6%) strongly agreed and (33.8%) agreed. A majority of the respondents affirmed that strategic leadership is key in execution of strategies. A paltry (1.5%) of the respondents were not sure. An overwhelming majority of the respondents were in agreement that strategic leadership is key in county integrated development plans execution with a mean of 1.35 and a standard deviation of 0.513. The findings are in agreement with Katana (2017) on the influence of strategic leadership on strategy execution in shipping companies in Kenya. The findings are in tandem with studies by Lear, (2012), Serfontein (2010) and Nthini (2013) who found strategic leadership and organizational performance to be positively correlated.

In response as to whether the CIDPs are aligned to second MTP and vision 2030, results indicated that majority (62.5%) of the respondents agreed with this opinion with another (29.7%) strongly agreed. While (4.7%) remained unsure or neutral, and equal (1.6%) divided in opinion for those who disagreed and strongly disagreed. From the results, an overwhelming majority (92.2%) agreed with the opinion that county integrated development plans are aligned to second Medium Term Plans and Vision 2030 with a mean of 1.83 and standard deviation of 0.725. Respondents were asked if they understood how their jobs contribute towards the vision and mission of their counties, majority (70.8%) strongly agreed and (27.7%) agreed and a paltry (1.5%) of the respondents disagreed. From the results an overwhelming (98.5%) of the respondents agreed with the statement whose mean was 1.31 and a standard deviation of 0.557.

In response to the statement as to whether Performance target are aligned to county's development plans, a majority of the respondents (47.7%) agreed with the statement,(27.7%) strongly agreed with the statement. However, (23.1%) of the respondents were not sure of the statement and (1.5%) strongly disagreed with a mean of 2.00 and a standard deviation of 0.810. As to whether Communication to implementation teams is well structured, a majority of respondents (55.4%) agreed with the statement, (20%) agreed. The findings indicate that communication has a significant and positive influence on execution of strategic plans. This finding is supported by Mulube (2009) and Amukobole (2010) who indicated poor knowledge of goals as an element in execution. Those respondents that were not sure were (9.2%) and (13.8%) of the respondents disagreed and a paltry (1.5%) strongly disagreed with the statement which had a mean of 2.20 and a standard deviation of 0.987. As to whether the county executive had played a role in motivating them to work towards set development plans, (50.8%) agreed with the statement while (26.2%) of them strongly agreed. (12.3%) of the respondents were however not sure and (10.8%) disagreed with the statement. It had a mean of 2.11 and a standard of 0.904.

An overwhelming majority 77.0% of the respondents agreed with the statement which indicates the key role the executive plays in motivating their staff for effective execution of development plans. Finally, respondents were asked if all staff had been trained and sensitized on CIDPs. The results indicated that (23.1%) of the respondents agreed with the statement while (30.8%) of the respondents were not sure. Those respondents who disagreed were (33.8%) and (12.3%) of the respondents strongly disagreed.

The results indicated that (46.1%) of the respondents were in disagreement with the statement, while 30.8% were unsure, indicating a wide variation in the responses with a mean of 3.34 and a standard deviation of 1.035 respectively. This percentage that is contrary to the statement is almost half. The results indicate that there is an urgent need in counties to train and sensitize their staff on county integrated development plans so that the staff can have a clear direction. According to Armstrong (2001), employee training helps them to identify organizational goals and mission, helps not only to manage change but also developing positive culture in organization, which in turn may lead to providing a higher level of service to stakeholders.

In summary, the findings indicate that staffs understand the counties missions and visions clearly and that Strategic leadership is key in CIDPs execution. Counties strategic plans were reported to be implemented fully and that the CIDPs are aligned to second MTP and vision 2030. Furthermore, they indicated understanding how their jobs contribute towards the visions and missions of their counties. Performance targets were said to be aligned to counties development plans and that Communication to implementation teams is well structured. The counties executives have played a role in motivating them to work towards set development plans and all staff have been trained and sensitized on CIDPs.

Difficulties in accessing communication feedback from the top management of the county

On the question as to whether the respondents have ever found any difficulty in terms of accessing communication feedback from the top management of the county, the following results indicate the percentage per county.

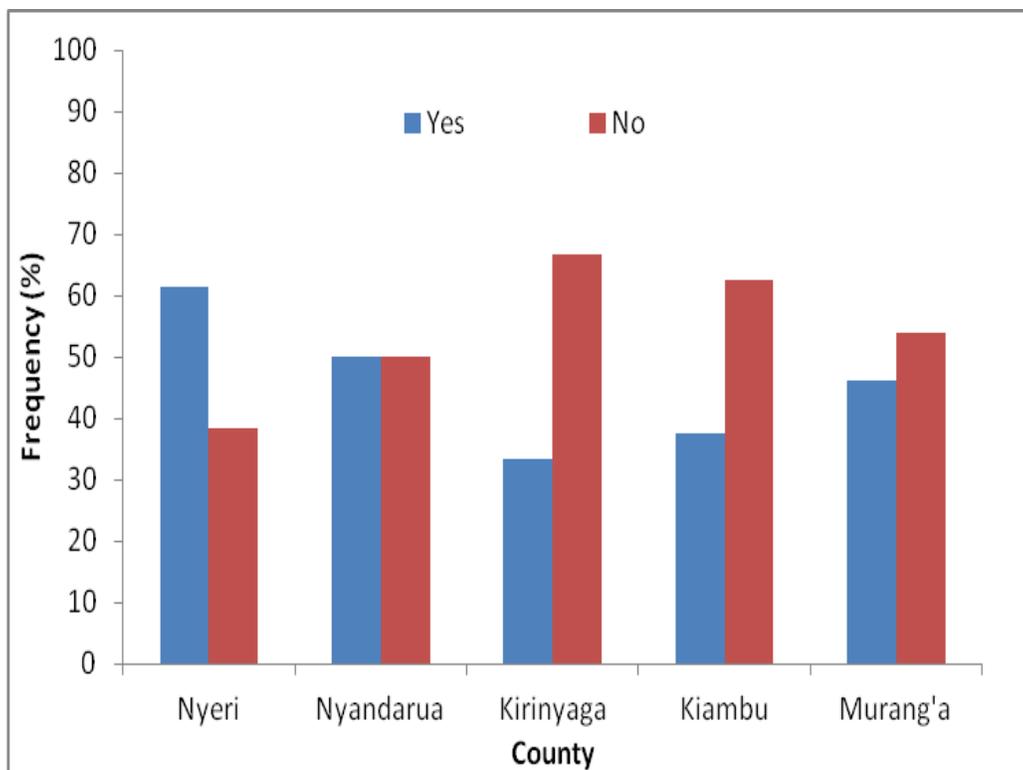


Figure 4.3: Difficulties in accessing communication feedback from the top management of the county

In Nyeri County, (60%) of the respondents indicated experiencing difficulties in accessing communication feedback from the top management of the county.

Other respondents (40%) indicated not experiencing any difficulties in accessing communication feedback from the top management of the county. The high percentage of not accessing information could be attributed to the fact the Nyeri County had for long been without a substantive governor since the elected governor had been sick for long and also the executive and the county assembly had supremacy wars. Nyandarua County had equal percentage of respondents who had experienced difficulties in accessing communication feedback from the top management of the county and those who had not. Majority of the counties respondents did not experience many difficulties in accessing communication feedback from the top management.

The Respondents who indicated facing difficulties were asked to what extent it compromised the attainment of their performance goals and the results are as follows.

Table 4.13: Extent of Difficulty compromised in attainment of performance goals

Extent of Difficulty compromised in attainment of performance goals					
County	Very High	High	Moderate	Low	N
Nyeri	0	25	62.5	12.5	8
Nyandarua	16.7	66.7	16.7	0	6
Kirinyaga	0	50	50	0	4
Kiambu	0	33.3	66.7	0	6
Murang'a	0	50	16.7	33.3	6

Response from Nyeri County respondents indicated that (25.0%) experienced a high extent of difficulty in terms of accessing communication feedback which compromised to the attainment of their performance. The results also indicate that a majority (62.5%) experienced a moderate extent difficulty in terms of accessing communication feedback which compromised to the attainment of their performance. Only (12.5%) of the respondents cited low extent.

In Nyandarua County, a majority of the respondents indicated a high extent (66.7%) of difficulty that compromised attainment of performance goals. An equal percentage indicated a very high extent and moderate extent at (16.7%).

A high extent of (50%) response was reported from Kirinyaga County and moderate extent of (50%). In Kiambu County, a majority (66.7%) indicated a moderate extent difficulty in terms of accessing communication feedback which compromised to the attainment of their performance. A response rate of (33.3%) indicates a high extent of difficulty in terms of accessing communication feedback which compromised to the attainment of their performance. In Murang'a County the majority cited a high extent (50%) of difficulty in terms of accessing communication feedback which compromised to the attainment of their performance, while (16.7%) indicated moderate extent and (33.3%) indicated low extent difficulty in terms of accessing communication feedback which compromised to the attainment of their performance.

The respondents were asked the most preferred mode of communication between the management and staff. The responses are as indicated shown.

Preferred Mode of Communication between Management and Staffs

Communication is one of the key components for successful execution of organizational goals. Hunter (2007) observes that regardless of the precise nature of a policy or a strategy and the support that exists for it, if the means to implement it are either non-existent or inadequate in terms of communication efficiency, then it will count little (Hunter 2007:20). This key aspect was considered and the results from the counties tabulated.

Table 4.14: Preferred mode of communication between management and staffs

Most Preferred mode of communication between management and staffs	Frequency	Percentage
Notices and memos	36	53.7
Circulars	19	28.4
Staff meetings	8	11.9
Management meetings	3	4.5
Intranets	1	1.5
Total	67	100.0

The most preferred mode of communication between the management and the staffs across the five counties was indicated as notices and memos which comprised a response rate of (53.7%). The second mode of preference indicated was circulars at (28.4%). The third most preferred mode of communication was cited as staff meetings. Management meetings and intranets were paltry (4.5%) and (1.5%) respectively. Written communication was found to be the predominant mode of communication from the management to the staff.

Okumus (2001) argues that strategy execution must be owned by everyone and to achieve this staff meetings are very key. The reason being that staff needs to communicate with one another on matters pertaining their tasks. According to Hunter (2007), communications that foster personal touch are effective in implementing strategic plans. Hence, in the case of counties studied, there was no communication efficiency since to a higher extent circulars and notices were preferred yet they negated the requisite personal touch. Staff meetings can identify the goals of the organization and how to achieve these goals. Staff meetings have been given a low priority to written mode which could make execution of county integrated development plans by counties difficult.

4.6.2 Qualitative Analysis

Responses from the open ended question revealed the following responses:

Table 4.15: Other envisioning influence on the execution of CIDPS

Other envisioning influence on the execution of CIDPS	Frequency	Percentage
Enabling the staff to understand their role in implementing their vision.	5	19.2
Helps in aligning efforts towards achieving of set up goals	5	19.2
Give the drive towards realization of the aspiration	3	11.5
Ensuring set targets are aligned towards achievement of CIDPs	3	11.5
Goals to be well set to align with County Development Goals	2	7.7
Employees are considered in CIDPs implementation	2	7.7
Through creation of awareness	1	3.8
Management to be part of CIDPs execution	1	3.8
Enhances focus and teamwork	1	3.8
Policy guidelines should be aligned towards achievement of CIDPs	1	3.8
Enhance sharing of information for increased performance	1	3.8
Collaborations of various departments	1	3.8

Most respondents (19.2%) indicated that envisioning help staff to understand their role in implementation of their vision. A similar percentage responded that it helps in aligning efforts towards achieving of set-up goals. (11.5%) of the respondents said that it gives the drive towards realization of the aspiration. Another (11.5%) indicated that it ensures that set targets are aligned towards achievement of CIDPs. (7.7%) responded that goals should be well set to align with county development goals. An equal percentage also indicated that employees should be considered in CIDPs implementation. Creation of awareness was cited by (3.8%), while management to be part of CIDPs execution was indicated by (3.8%) of the respondents. Enhancement focus and team (3.8%), policy guideline alignment towards achievement of CIDPs was cited by (3.8%) of the respondents. Another (3.8%) of the respondents indicated enhancement of sharing information for increased performance and finally collaborations of various departments was indicated by (3.8%) of the respondents.

Correlation Analysis Results

Table 4.16: Correlation Analysis Results

		Correlations							
		Strategic direction	Communication	Organization structure	Organization culture	Innovation	Monitoring and evaluation	Policy framework	Execution
Strategic direction	Pearson Correlation	1	.423**	.384**	.437**	.374**	.043	.276*	.182
	Sig. (2-tailed)		.000	.002	.000	.002	.740	.027	.163
	N	65	65	65	64	65	62	64	60
Communication	Pearson Correlation	.423**	1	.535**	.485**	.500**	.543**	.498**	.451**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	65	65	65	64	65	62	64	60
Organization structure	Pearson Correlation	.384**	.535**	1	.535**	.551**	.136	.463**	.349**
	Sig. (2-tailed)	.002	.000		.000	.000	.291	.000	.006
	N	65	65	65	64	65	62	64	60
Organization culture	Pearson Correlation	.437**	.485**	.535**	1	.372**	.365**	.378**	.399**
	Sig. (2-tailed)	.000	.000	.000		.002	.004	.002	.002
	N	64	64	64	64	64	61	63	59
Innovation	Pearson Correlation	.374**	.500**	.551**	.372**	1	.271*	.665**	.547**
	Sig. (2-tailed)	.002	.000	.000	.002		.033	.000	.000
	N	65	65	65	64	65	62	64	60
Monitoring and evaluation	Pearson Correlation	.043	.543**	.136	.365**	.271*	1	.329**	.577**
	Sig. (2-tailed)	.740	.000	.291	.004	.033		.010	.000
	N	62	62	62	61	62	62	61	57
Policy framework	Pearson Correlation	.276*	.498**	.463**	.378**	.665**	.329**	1	.588**
	Sig. (2-tailed)	.027	.000	.000	.002	.000	.010		.000
	N	64	64	64	63	64	61	64	60
Execution	Pearson Correlation	.182	.451**	.349**	.399**	.547**	.577**	.588**	1
	Sig. (2-tailed)	.163	.000	.006	.002	.000	.000	.000	
	N	60	60	60	59	60	57	60	60

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

A Pearson product-moment correlation was run to determine the relationship between the eight (8) study variables (Strategic direction, communication, organization structure, organization culture, innovation, monitoring and evaluation, policy framework and execution).

There is a moderate significant and positive linear relationship between the strategic direction and communication ($r=0.423$, $n=65$, $p=0.010$). There is a positive correlation between the strategic direction and the organizational structure ($r=0.384$, $n=65$, $p=0.002$). There is a positive and significant correlation between the strategic direction and the organizational culture ($r=0.437$, $n=64$, $p=0.000$). There is a positive correlation between the strategic direction and innovation ($r=0.374$, $n=65$, $p=0.002$). There is a weak and insignificant correlation between the strategic direction and monitoring and evaluation ($r=0.043$, $n=62$, $p=0.740$). There is a weak and significant relationship between the strategic direction and the policy framework ($r=0.276$, $n=64$, $p=0.027$). There is insignificant correlation between the strategic direction and execution ($r=0.182$, $n=60$, $p=0.163$).

There is moderate and significant correlation between communication and organizational structure ($r=0.535$, $n=65$, $p=0.000$). There is moderate and significant correlation between communication and culture ($r=0.485$, $n=64$, $p=0.000$). There is moderate significant correlation between communication and innovation ($r=0.500$, $n=65$, $p=0.000$). There is moderate positive correlation between communication and monitoring and evaluation, ($r=0.543$, $n=62$, $p=0.000$).

There is moderate and significant relationship between communication and the policy framework ($r=0.498$, $n=64$, $p=0.000$). There is a moderate and significant correlation between communication and execution ($r=0.451$, $n=60$, $p=0.000$).

There is a moderate and positive relationship between the organizational structure and the organizational culture ($r=0.535$, $n=64$, $p=0.000$), there is a significant and positive linear relationship between the organizational structure and innovation ($r=0.551$, $n=65$, $p=0.000$). There is a weak and insignificant correlation between the organizational structure and monitoring and evaluation ($r=0.136$, $n=62$, $p=0.291$). There is a moderate and positive relationship between the organizational structure and the policy framework ($r=0.463$, $n=64$, $p=0.000$), and there is a weak and significant relationship between the organizational structure and execution ($r=0.349$, $n=60$, $p=0.006$).

There is a significant and positive correlation between the organizational culture and innovation ($r=0.372$, $n=65$, $p=0.002$), there is a positive relationship between the organizational culture and monitoring and evaluation ($r=0.365$, $n=61$, $p=0.004$), there is a positive and significant correlation between the organizational culture and the policy framework ($r=0.378$, $n=63$, $p=0.002$), there is a positive and significant correlation between the organizational culture and execution ($r=0.399$, $n=59$, $p=0.002$).

There is a weak and significant correlation between innovation and monitoring and evaluation ($r=0.271$, $n=62$, $p=0.033$), there is a strong and significant correlation between innovation and the policy framework ($r=0.665$, $n=64$, $p=0.000$), there is a

moderate and significant relationship between innovation and execution ($r=0.547$, $n=60$, $p=0.000$).

There is a positive and significant relationship between monitoring and evaluation and the policy framework ($r=0.329$, $n=61$, $p=0.010$), there is a moderate and significant correlation between monitoring and evaluation and execution ($r=0.577$, $n=57$, $p=0.000$).

There is a significant correlation between the policy framework and execution ($r=0.588$, $n=60$, $p=0.000$).

Pearson's coefficient was used to verify the existence or non-existence of linear correlation between and among the study variables as indicated above.

4.6.3 Envisioning (Strategic direction and Communication) versus Execution of County Integrated Development Plans.

The Pearson Correlation coefficient of Strategic direction and Communication versus Execution of County Integrated Development Plans (CIDPs) is 0.182 and 0.451 respectively. 0.182 for the strategic direction indicates a weak positive relationship that is insignificant. This disputes Kihara (2016) who studied the role of determining strategic direction on not-for-profit organizational performance in Kenya found that strategic direction has a significant positive influence on performance of these organizations. Correlation coefficient of 0.451 for communication indicates a moderate significant and positive linear relationship between the two variables, that is envisioning and execution.

This is in agreement with Nyakeriga (2015) who indicated that communication is the most single item that promotes successful strategy implementation in any organization.

Inferential Statistics

Regression Analysis:

Objective One: To determine the role of envisioning in execution of County Integrated Development Plans by County Governments in Kenya, a multiple regression was performed based on the model below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \dots\dots\dots (i)$$

Where:-

Y = Execution of County Integrated Development Plans

β_0 = Constant, showing execution of County Integrated Development Plans in the absence of the factors

β_1 - β_2 = Regression Coefficients

X_1 = Strategic direction

X_2 = Communication

ε = Error Term

Coefficient of Determination

Table 4.17 shows that the coefficient of determination R square is 0.203 and R is 0.451 at 0.05 level of significance. A value of 0.451 indicates a moderately good level of prediction .

The coefficient of determination indicates that (20.3%) of the variation in response to execution of county integrated development plans is explained by envisioning. The remaining (79.7%) can be explained by other factors and variables in the model other than envisioning (strategic direction and communication).

Table 4.17: Model Summary for Envisioning (Strategic direction & Communication) Versus Execution of CIDPs

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.175	.772

a. Predictors: (Constant), Communication, Strategic direction

Overall Significance of the Model

The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(2, 59) = 7.270$, $p = .002$ (i.e., the regression model is a good fit of the data). Table 4.18 presents the results of Analysis of Variance (ANOVA) on Envisioning versus Execution. The ANOVA results for regression coefficient indicates that the significance of F is 0.02 which is less than 0.05 hence implying that there is a positive significant relationship between envisioning and execution of county integrated development plans. This concurs with Kihara (2016) who studied the role of determining strategic direction on not-for-profit organizational performance in Kenya found that strategic direction has a significant positive influence on performance of these organizations.

This is in agreement with Nyakeriga (2015) who indicated that communication is the most single item that promotes successful strategy implementation in any organization.

Table 4.18: ANOVA Results for Envisioning (Strategic direction & Communication)

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.658	2	4.329	7.270	.002 ^b
1 Residual	33.942	57	.595		
Total	42.600	59			

a. Dependent Variable: Execution

b. Predictors: (Constant), Communication, Strategic direction

Regression Coefficients

Analysis was further done to determine beta coefficients of envisioning versus execution of county integrated development plans. The findings on the individual coefficients shown in table 4.19 shows that there is a significant relationship between envisioning and execution since the coefficients of envisioning (strategic direction) is -.029 and communication 0.460, which is statistically greater than zero. Further, of the two sub-independent variables only Communication significantly influenced the execution of County Integrated Development Plans (t-statistic = 3.487, PV = 0.001). Peng and Littlejohn (2001) agrees that effective communication is a key requirement for effective strategy implementation.

Strategic direction did not influence (t-statistic = -0.131, PV = 0.897) at 5% level of significance. The findings on strategic direction are in agreement with the observations made by Liu and Fu (2011) that strategic direction failed to establish significant influence on execution of strategic plans.

This indicates that envisioning has a positive influence on execution of county integrated development plans. The hypothesis that envisioning has no significant role in execution of county integrated development plans by county governments in Kenya is rejected. Thus,

$$\text{Execution} = 1.550 - 0.029 \text{ Strategic direction} + 0.460 \text{ Communication}$$

Table 4.19: Relationship between Envisioning and Execution of CIDPs

Model	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.550	.420		3.693	.000	.709	2.390
1 Strategic direction	-.029	.222	-.017	-.131	.897	-.473	.415
Communication	.460	.132	.458	3.487	.001	.196	.725

a. Dependent Variable: Execution

4.6.4 The effect of institutionalization on execution of county integrated development plans by county governments in Kenya

4.6.4 Descriptive Statistics

Table 4.20: The Effect of Institutionalization on Execution of CIDPs

Organization structure and organization culture	Extent of Organization structure and culture					Descriptive Statistics			
	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree	N	Mean	Std. Deviation	
The county has an effective organization structure in place that supports execution of county development plans	40	46.2	4.6	9.2	0	65	1.89	.970	
I understand my roles and responsibilities as per the county structure	55.4	43.1	0	1.5	0	64	1.52	.591	
I understand the decision making process at the county	35.4	53.8	7.7	3.1	0	64	1.77	.707	
Communication in the county is clear and effective	15.4	58.5	10.8	15.4	0	64	2.25	.891	
County mission is consciously embraced by all staff	9.3	21.5	36.9	24.6	7.7	64	2.98	1.031	
Corporate rules and regulations are strictly followed	7.8	23.4	34.4	14.1	20.3	63	3.13	1.251	
Capacity development Policy is in place and being implemented	9.2	24.6	30.8	26.2	9.2	64	2.98	1.105	

Key: Strongly Agree=1, Agree =2, Not Sure =3, Disagree =4, Strongly Disagree=5

The responses in table 4.20 depicts that three items had a standard deviation of more than 1.0 which shows there were extremes in the scoring. The highest standard deviation for the items was 1.251 and a mean of 3.13 which shows there were extremes in the scoring. In the item ‘Corporate rules and regulations are strictly followed.’ (7.8%) and (23.4%) strongly agree and agree respectively, while (14.1%) and (20.3%) disagree and strongly disagree respectively. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. However the results depicts that four items had a standard deviation of less than 1.0 which shows that there were no extreme scoring hence the items were good measure. The item, ‘I understand my roles and responsibilities as per the county structure,’ had the lowest standard deviation of 0.591 and a mean of 1.52. The responses indicates that (55.4%) and (43.1%) strongly agree and agree respectively with the statement. Only a paltry (1.5%) disagreed with the statement.

The findings further reveals that an overwhelming majority (86.2%) of the respondents agreed that their counties have an effective organizational structure in place that supports execution of county development plans which had a mean of 1.89 and standard deviation of 0.970. This is in agreement with studies done by Bolo, Wandera,Imaita and K’Obonyo (2010) found that the structure of the organization plays an integral role in the execution of strategy. Further, an overwhelming majority (89.2 %) of the respondents indicated that they understood the decision making process at the county whose mean was 1.77 and a standard deviation of 0.707.

Moreover the majority of the respondents, (73.9%) agreed that communication in the county is clear and effective attracting a mean of 2.25 and a standard deviation of 0.891. This concurs with the recommendations of scholars including Abok (2013) Amukobole (2010), Letting (2009) and Kidombo (2007) that clear communication is vital to execution of strategic plans. On the statement whether County mission is consciously embraced by all staff, (30.8%) of the respondents agreed with the statement, (32.3%) of the respondents were in disagreement and the simple majority (36.9%) were unsure, indicating a wide variation of responses with a mean of 2.98 and standard deviation of 1.031. The results contradict the response that an overwhelming majority indicated that they understood the county mission and vision clearly where a 100% of the respondents were in agreement. On whether Corporate rules and regulations are strictly followed, (31.2%) of the respondents agreed with the statement, (34.4%) of the respondents disagreed and a similar percentage (34.4%) were not sure if the corporate rules and regulations were being strictly followed which indicated a wide variation in the responses with a mean of 3.13 and a standard variation of 1.251. Finally, on the statement if Capacity development Policy is in place and being implemented, (33.8%) of the respondents agreed that it is being implemented, (35.4%) disagreed and (30.8%) of the respondents were not sure if it is being effected. The result indicates a wide range of responses which had a mean of 2.98 and a standard deviation of 1.105. It can be inferred that counties have not put much emphasis on developing the capacity of their staffs towards higher level achievements of their CIDPs. Organizations are dynamic and requires skilled, knowledgeable workforce which is adaptive, flexible and focused on the future (Pettigrew, 2005).

In summary, the findings indicates that counties have effective organization structures in place that supports execution of counties development plans, they understand their roles and responsibilities as per the counties structures. Further, they agreed that they understood the decision making process at the counties. Communication in the counties was said to be clear and effective while counties missions were said to be consciously embraced by all staffs. Corporate rules and regulations were said to be strictly adhered to in the counties and capacity development policies were confirmed to be in place and being implemented.

In charge of execution of County Development plans in Counties

The respondents were asked to indicate who is in charge of execution of County Development Plans and results are as displayed below.

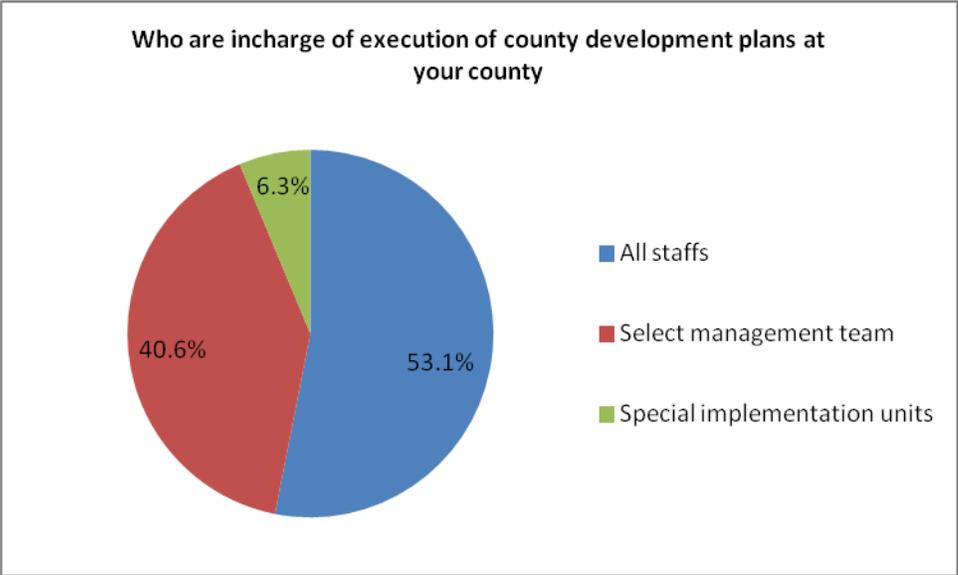


Figure 4.4: In charge of execution of county development plans

The result indicates that a majority comprising (53.1%), all staff are indicated as being in charge of execution of county development plans. The second group, that is, the select management teams which constitute (40.6%) and lastly special implementation teams at (6.3%). From the results, counties involves all staffs in the implementation of county development plans and select management teams are also in place. Only a few counties make use of special implementation teams.

Number of employees who report directly to a single senior Officer.

The question sought to know the number of employees who report directly to one senior officer. The results are as indicated in table 4.21.

Table 4.21: Number of employees who report directly to one senior officer

Number of employees reporting to you directly	Frequency	Percentage
Less than 10	15	23.4
10_20	14	21.9
21_30	9	14.1
31_40	6	9.4
41_50	8	12.5
More than 50	12	18.8

From Table 4.21, (23.4%) of the respondents reported that less than ten (10) staff report to them directly. (21.9%) of the respondents indicated that between ten (10) to twenty (20) staffs report to them.

A further (14.1%) of the respondents indicated that between twenty-one (21) and thirty (30) employees report to them while (9.4%) reported having between thirty-one (31) and forty (40) employees .(12.5%) of the respondents reported that between forty-one (41) to fifty (50) employees report to them directly. Lastly, those that command over fifty (50) employees were (18.8%). The highest percentage therefore had (23.4%) that has less than ten (10) employees reporting directly to them.

Span of Control Compromise on Operational Effectiveness

The question sought to know if span of control compromised operational effectiveness. Span of control means the number of workers that can be managed efficiently and effectively by a superior in a firm. There is an inverse relation between the span of control and the number of levels in an organization (Kotter & Best, 2006).

Figure 4.5 indicates the percentage outcomes as shown.

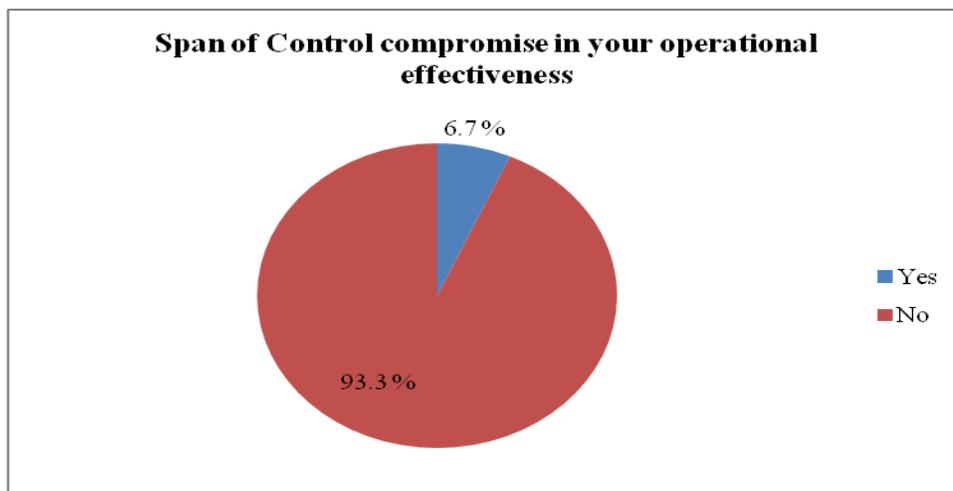


Figure 4.5: Span of control

An overwhelming majority (93.3%) of the respondents indicated that span of control does not compromise their operational effectiveness. However, only (6.7%) of the respondents indicated that indeed span of control compromises their operational effectiveness.

4.6.5 Qualitative results of respondents who indicated that span of control affect operational effectiveness

Table 4.22: Span of control affects operational effectiveness

If Yes, state How	Frequency	Percentage
Difficult to monitor employees	2	50.0
Officers are scattered in all counties	1	25.0
Department has deployed GIS systems in land management	1	25.0

From the results shown, (50%) of the respondents indicated experiencing difficulties in the monitoring aspect of the employees. Another (25%) indicated that employees are scattered in the counties which makes management a problem. Finally another (25%) of the respondents cited deployment of GIS systems in land management.

Qualitative results on how else organizational structure and culture influence the execution of CIDPs. Table 4.23 indicates the responses

Table 4.23: Other opinion on organizational structure and culture influence the execution of CIDPS

Other opinion on organizational structure and culture influence the execution of CIDPS	Frequency	Percentage
Lack of establishing work and ethics culture	6	16.2
Helps staff to understand the mission and vision of the leadership	6	16.2
Lack of qualified personnel making it difficult to implement rules	4	10.8
Many employees who do less	3	8.1
Positive cultural aspects helps pulling in same direction	3	8.1
Every staff knows their role	3	8.1
Execution is not uniform	2	5.4
Gives direction and accountability	2	5.4
Avoids duplication of functions	2	5.4
Developing goals with clear performance indicators	2	5.4
Change of plans hence slowing down execution of CIDPs	1	2.7
Decisions which are politically influenced	1	2.7
bureaucracy slows down implementation	1	2.7
Participation in both formulation and implementation	1	2.7

As shown in table 4.23, lack of established work and ethics in culture were cited by (16.2%) and a similar percentage indicated that it helps staff to understand the mission and vision of their leaders. Lack of qualified staff which makes implementation difficult was mentioned by (10.8%) of the respondents.(8.1%) of the respondents cited that the counties have many employees who however do little to implement the CIDPs. A similar percentage indicated that positive cultural aspects that help the staff to pull in the same direction. Another (8.1%) indicated that the culture and structure ensures that each staff is well versed with their roles in the execution.

Execution was mentioned as not being uniform by (5.4%) of the respondents while another (5.4%) indicated that structure and culture gives direction and accountability. Another (5.4%) said that structure and culture avoids duplication of functions in the counties. Organizational structure and culture were also said to influence the execution of CIDPs by developing goals with clear performance indicators which was answered by (2.7%) of the respondents. Change of plans which slow down execution of CIDPs was mentioned by (2.7%) of the respondents. Politics was also mentioned as factor which has some influence in the execution of CIDPs by (2.7%) of the respondents who said that decisions are politically influenced.(2.7%) indicated that structure and culture brings in the aspect of bureaucracy which slows down the implementation of the county integrated development plans in the counties. Finally, participation in both formulation and implementation of the CIDPs were also cited by (2.7%) of the respondents as factors that influence the execution of CIDPs.

4.6.6 Inferential Results

Correlation Analysis: The effect of institutionalization (Organization Structure & Organization Culture) on execution of county integrated development plans by county governments

The Pearson Correlation coefficient of Organization Structure and Organization Culture versus Execution of County Integrated Development Plans (CIDPs) is 0.349 and 0.399 respectively in table 4.16. 0.349 for the organization structure indicates a positive relationship that is significant.

This is supported by Khayota (2014) who opines that organizational structures influence implementation of strategic plans through task allocation, decentralization of authority, span of control, employee coordination, integration and structural flexibility. The finds are also in tandem with Drazin and Howard (2009) who indicated that strategy-structure alignment is a factor to successful strategy execution. Pearson correlation coefficient of 0.399 for organization culture indicates moderate and positive linear relationship between the two variables. This findings is supported by Abuya (2011) in his study on implementation of strategic plans challenges in Action Aid Kenya found that there was an overwhelming agreement that culture has a strong influence to implementation of strategic plans. The results equally resonated well with findings on organizational culture influence in implementation of strategic plans in Lake Victoria Water Services Board by Khatoya (2014).

Regression Analysis

Objective two: To analyse the effect of institutionalization of programmes in execution of County Integrated Development Plans by County Governments in Kenya. A multiple regression was performed based on the model below.

$$Y = \beta_0 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots\dots\dots (ii)$$

Where:-

Y = Execution of County Integrated Development Plans

β_0 = Constant, showing execution of County Integrated Development Plans in the absence of the factors

β_3 - β_4 = Regression Coefficients

X_3 = Organization culture

X_4 = Organization structure

ε =Error Term

Coefficient of Determination

Table 4.24 shows that the coefficient of determination R square is 0.186 and R is 0.432 at 0.05 level of significance. The coefficient of determination indicates that (18.6%) of the variation in response to execution of county integrated development plans is explained by institutionalization. The remaining (81.4%) can be explained by other factors and variables in the model other than institutionalization (organization culture and organization structure).

Table 4.24: Model Summary for institutionalization of programmes Versus Execution of CIDPs

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 ^a	.186	.157	.786

a. Predictors: (Constant), Organization structure, Organization culture

Overall Significance of the Model

Table 4.25 presents the results of Analysis of Variance (ANOVA) on institutionalization versus execution of county integrated development plans. The ANOVA results for regression coefficient indicates that the significance of the F is 0.003 which is less than 0.05% hence implying that there is a positive significant relationship between institutionalization and execution of county integrated development plans.

Table 4.25: ANOVA Results for Institutionalization of programmes

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.915	2	3.958	6.407	.003 ^b
1 Residual	34.593	56	.618		
Total	42.508	58			

a. Dependent Variable: Execution
b. Predictors: (Constant), Organization structure, Organization culture

Regression Coefficients

Analysis was further done to determine beta coefficients of institutionalization versus execution of county integrated development plans. The findings on the individual coefficients indicated in Table 4.26 shows that there is a significant relationship between institutionalization and execution. Since the coefficient of Institutionalization is 0.306 Organization culture and 0.255 Organization structure, which is statistically greater than zero, the t statistic is 2.049 and 1.372 respectively which are greater than zero.

This indicates that institutionalization has a positive influence on execution of county integrated development plans. It further revealed that of the two independent sub-variables only Organization culture significantly influenced the execution of County Integrated Development Plans. (2.049, PV=0.045). This resonates with Aoltonen and Ikavalko (2002) who said that embracing modern organizational culture positively influences realization of strategic goals. The findings are further supported by studies done by Aksoy et. al., (2014), Kibicho (2014), Biswas (2009) and Katana (2017) who indicated that organizational culture is key in an organization as it has a positive element in strategy execution. Another study by Gostick and Elton (2007) revealed that culture influences strategy execution and employees performance. The hypothesis that institutionalization has no significant effect in execution of county integrated development plans by county governments in Kenya is rejected.

$$\text{Execution} = 1.300 + 0.306 \text{ Organization culture} + 0.255 \text{ Organization structure}$$

Table 4.26: Relationship between Institutionalization of programmes and Execution of CIDPs

Coefficients^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.300	.407		3.192	.002	.484	2.115
Organization							
1 culture	.306	.150	.293	2.049	.045	.007	.606
Organization							
structure	.255	.186	.196	1.372	.176	-.117	.627

a. Dependent Variable: Execution

4.7 Role of Innovation in the Execution of County Integrated Development Plans by County Governments in Kenya

4.7 Descriptive Analysis

Table 4.27: Role of Innovation in the Execution of CIDPS by County Government in Kenya

Role of innovation in the execution of CIDPS by County Government in Kenya	Extent of role of Innovation in execution of CIDPS (%)					Descriptive Statistics		
	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree	N	Mean	Std. Deviation
New strategies on service delivery have been introduced	16.9	61.5	16.9	4.7	0	65	2.09	.723
There is much use of social media platform to engage stakeholders	38.5	41.5	10.8	9.2	0	65	1.91	.931
There is Strong engagement of collaboration with universities and other stakeholders for better service delivery	15.4	55.4	10.8	16.9	1.5	65	2.34	.989
Motivation schemes have been introduced for innovative staffs in service delivery	7.7	12.3	47.7	26.2	5.1	65	3.11	.970
Outsourcing for some functions have been introduced	16.9	63.1	6.2	12.3	1.5	65	2.18	.917
ICT has been embraced to cut down current expenditures on salaries	35.9	42.2	12.5	7.8	1.6	64	1.97	.975
A vibrant research and development team is in place	3.2	29.0	29.0	27.4	11.3	62	3.15	1.069

Key: Strongly Agree=1, Agree =2, Not Sure =3, Disagree =4, Strongly Disagree=5

The responses in table 4.27 indicates that only one item had a standard deviation of more than 1.0 which shows there were extreme in the scoring. The single highest standard deviation was 1.069 and a mean of 3.15. In the item 'A vibrant research and development team is in place.' (32.2%) of the respondents agree, while (38.7%) disagree with the statement and (29.0%) are not sure. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. However the results depicts that six items had a standard deviation of less than 1.0 which shows that there were no extreme scoring hence the items were good measure. The item, 'New strategies on service delivery have been introduced,' had the lowest standard deviation of 0.723 and a mean of 2.09. The responses indicates that (16.9%) and (61.5%) strongly agree and agree respectively with the statement. Only a paltry (4.7%) disagreed with the statement. However, (16.9%) of the respondents were not sure of new strategies on service delivery having been introduced. The finds are supported by Rose and Horenkamp (2007) who eludes that service delivery innovation is a continuous process which must be institutionalized into the means organization develops new products and services. It is also echoed by OECD (2005), that innovation is the execution of a new or a significantly improved product which could take a form of a good, process, a new marketing method, a new organizational method in business practices, work place organization or external relations.

Furthermore, the statement on there being much use of social media platform to engage stakeholders had a mean of 1.91 and a standard deviation of 0.931 respectively, (38.5%) strongly agreed and (41.5%) agreed with the statement.

However, (10.8%) of them were not sure and those who disagreed were (9.2%). The findings show that most of the respondents (70.8%) agreed that there is Strong engagement of collaboration with universities and other stakeholders for better service delivery. The respondents that disagreed with the statement were (18.4%) and those not sure were (10.8%). A majority of the respondents (47.7%) were not sure if Motivation schemes had been introduced for innovative staffs in service delivery, only (20.0%) agreed with the statement and (31.0%) disagreed with the statement and had a mean of 3.11 and standard deviation of 0.970. The findings show that counties are lacking motivation schemes for their staffs.

Outsourcing for some functions have been introduced, a majority (80.0%) of the respondents agreed while (13.8%) disagreed and (6.2%) were not sure if outsourcing for some functions had be introduced. The statement attracted a mean score of 2.18 and a standard deviation of 0.917. The findings indicate that counties have outsourced some functions in order to deal with core functions like execution of County Integrated Development Plans.

The findings also show that most of the respondents agreed (78.1%) that ICT had been embraced to cut down current expenditures on salaries. However, (9.4%) disagreed and (12.5%) were not sure. A mean score of 1.97 and a standard deviation of 0.975 were observed.

In summary, the findings indicate that counties have embraced innovation that supports execution of counties development plans by introducing new strategies on service delivery. Further, much use of social media platform to engage stakeholder has been employed. Strong engagement of collaboration with universities and other stakeholders for better service delivery has been acknowledged. However on the motivation schemes having been introduced for innovative staffs in service delivery a majority of the respondents were not sure and others disagreed of its existence. Outsourcing for some functions have been introduced was confirmed by a majority of the respondents.

Further, on the issue on ICT having been embraced to cut down current expenditures on salaries, majority of the respondents agreed that their counties have embraced ICT in their operations. Counties have bloated staff and ICT embracement should lead to leaner staff and hence save resources for developmental issues other than using more than half of the budgets for paying salaries only which goes contrary to the cardinal premise of devolution. Finally a vibrant research and development teams were said not to be active in the counties by the majority of the respondents.

Results on how else the county has embraced innovation in its CIDPs execution.
 The respondents were asked an open ended question and the results are as indicated in Table 4.28.

Table 4.28: How else has the County Eembraced Innovation in Its CIDPs Execution

How else has the County embraced innovation in Its CIDPS execution	Frequency	Percentage
Little has been done on innovative measures	11	33.3
Embracing of new ICT ideas for CIDPs implementation	6	18.2
Interest in ICT has improved medical technology and generally community healthcare systems	3	9.1
introduction of Integrated Performance Management Systems.(IPMS)	3	9.1
Engaging partners	2	6.1
County has encouraged staff to participate in innovation contests	1	3.0
Using public participation practices	1	3.0
Implementation of e-procurement	2	6.0
Collaborations with universities	1	3.0
Automating systems in the county	1	3.0
Deployment of GIS systems	1	3.0
Respectful coexistence among all staff	1	3.0

As shown in table 4.28, majority of the respondents (33.3%) said that little had been done on innovative measures, (18.2%) indicated that there was embracing of new ICT ideas for CIDPs implementation. Interest in ICT that had improved medical technology and community healthcare systems (9.1%).Introduction of Integrated performance management systems (IPMS) was cited by (9.1%) of the respondents.

Another (6.1%) of the respondents indicated how innovation has been employed in engaging partners. Counties encouraging staff to participate in innovation contests (3.0%), Use of public participation practices (3.0%) and Implementation of e-procurement (6.0%). Collaborations with universities was also mentioned by (3.0%) of the respondents while automating systems in the counties was given by (3.0%). Deployment of GIS systems was cited by (3.0%) of the respondents and finally respective coexistence among all staff was mentioned by (3.0%) of the respondents.

Results on how innovation can be adopted for efficient and effective execution of CIDPs. The respondents were asked an open ended question and the results are as indicated in table 4.29

Table 4.29: Results on how Innovation can be adopted in the County

How can Innovation be adopted in your County for efficient and effective execution of CIDPS	Frequency	Percentage
Fully embrace technology, research and corresponding capacity building	8	20.0
Stakeholders and professionals/experts forum should be encouraged for direct involvement	6	15.0
Increase publicity of CIDPs execution	5	12.5
Staff training and seminars	4	10.0
Establish reward mechanism for motivational purposes for new ideas	3	7.5
Innovation be incorporated into programme based activities like establishing of innovation centres	3	7.5
Performance systems implementation involving citizens	2	5.0
Benchmarking in the best counties	2	5.0
Staff capacity building in the technologies that are safe, efficient and effective	3	7.5
Incorporating ideas and ways of expertise for better implementation of CIDPs	2	5.0
Creating an inclusive and enabling environment for all	2	5.0

From the responses in table 4.29, (20.0%) of the respondents were of the opinion that by fully embracing technology, research and corresponding capacity building as innovation would lead to efficient and effective execution of CIDPs. Stakeholders and professionals or experts forum should be encouraged for direct involvement (15.0%). Increased publicity of CIDPs execution and staff training and seminars were put forward by (12.5%) and (10.0) of the respondents respectively. Establishment of reward mechanisms for motivational purposes for new ideas was cited by (7.5%) and a similar percentage for innovation being incorporated into programme based activities like establishing of innovation centres.

Furthermore, establishment of performance systems implementations involving citizens was indicated by (5.0%) of the respondents and another (5.0%) put forward the need for benchmarking in the best performing counties. Staff capacity building in the technologies that are safe, efficient and effective had a (7.5%) response while incorporation of ideas and ways of expertise for better implementation of CIDPs had been cited by (5.0%) of the respondents and a similar percentage indicated the need to create an inclusive and enabling environment for all for efficient and effective execution of CIDPs.

4.7.1 Inferential analysis

4.7.1.1 To explore the role of innovation in execution of County Integrated Development Plans by County Governments in Kenya

Correlation Analysis:

The Pearson Correlation of Innovation versus Execution of County Integrated Development Plans (CIDPs) is 0.547 (p value = 0.000). This shows a significant and positive relationship between Innovation and Execution of county integrated development plans. It can therefore be affirmed of the existence of a moderate positive linear relationship between the two variables, namely innovation and execution.

Objective Three: To explore the role of innovation in execution of County Integrated Development Plans by County Governments in Kenya. A multiple regression was performed based on the model below.

$$Y = \beta_0 + \beta_5 X_5 + \varepsilon \dots\dots\dots (iii)$$

Where:-

Y = Execution of County Integrated Development Plans

β_0 = Constant, showing execution of County Integrated Development Plans in the absence of the factors

$\beta_1 - \beta_5$ = Regression Coefficients

$X_5 = \text{Innovation}$

$\varepsilon = \text{Error Term}$

Coefficient of Determination

Table 4.30 shows that the coefficient of determination R square is 0.299 and R is 0.547 at 0.05 level of significance. The coefficient of determination indicates that (29.9%) of the variation in the response to execution of county integrated development plans is explained by innovation. The remaining (70.1%) can be explained by other factors and variables in the model other than innovation.

Table 4.30: Model Summary for Innovation versus Execution of CIDPs

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 ^a	.299	.287	.717

a. Predictors: (Constant), Innovation

Overall Significance of the Model

Table 4.31 presents the results of Analysis of Variance (ANOVA) on innovation versus execution of county integrated development plans. The ANOVA results for regression coefficient indicates that the significance of the F is 0.00 which is less than 0.05 hence implying that there is a positive significant relationship between innovation and execution of county integrated development plans.

Table 4.31: ANOVA Results for Innovation

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.756	1	12.756	24.791	.000 ^b
1 Residual	29.844	58	.515		
Total	42.600	59			

a. Dependent Variable: Execution
b. Predictors: (Constant), Innovation

Regression Coefficients

Analysis was further done to determine beta coefficients of innovation versus execution of county integrated development plans. The findings on the individual coefficients shown in table 4.32 shows that there is a significant relationship between innovation and execution of county integrated development plans. Since the coefficient of innovation is 0.644 which is statistically greater than zero. The t statistic is 4.979 which is greater than zero. This indicates that innovation has a positive significant influence on execution of county integrated development plans. Therefore innovation significantly influenced the execution of County Integrated Development Plans (PV=0.000) at 5% level of significance. Null hypothesis that innovation has no significant role in execution of county integrated development plans by county governments in Kenya is rejected (P-value = 0.000). Thus, Innovation is a major determinant in the execution of county integrated development plans.

$$\text{Execution} = 1.132 + 0.644 \text{ innovation}$$

Table 4.32: Relationship between Innovation and Execution of CIDPs

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.132	.328		3.450	.001	.475	1.789
Innovation	.644	.129	.547	4.979	.000	.385	.903

a. Dependent Variable: Execution

4.7.2 Role of Monitoring and Evaluation in the Execution of County Integrated Development Plans by County Governments in Kenya

4.7.2 Descriptive results

Table 4.33: Role of Monitoring and Evaluation in the Execution of County Integrated Development Plans by County Governments in Kenya

Role of monitoring and Evaluation in the execution of CIDPS by County Governments	Extent of Role of M&E in the execution of CIDPS (%)					Descriptive Statistics			
	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree	N	Mean	Std. Deviation	
Many County development plans have been successfully completed	21	58.1	8.1	9.7	3.2	62	2.16	.978	
M&E teams are in place and the resources allocated for the task	17.7	61.3	11.3	8.1	1.6	62	2.15	.865	
Functional internal audit department in place	16.1	71	9.7	1.6	1.6	62	2.02	.689	
Development plans by counties have complied with the budgets threshold of 30% as per PFM Act 2012	16.7	35	25	15	8.3	60	2.63	1.178	
There is positive impact of CIDPS on the ground due to strict adherence to M&E activities	27.4	48.4	14.5	9.7	0	62	2.06	.903	
There exists a significant customer satisfaction of delivery due to effective M&E initiatives	32.3	38.7	12.9	14.5	1.6	62	2.15	1.084	
Targeted projects have been successfully implemented within the projected time frame	11.3	40.3	6.5	24.2	17.7	62	2.97	1.355	

Key: Strongly Agree=1, Agree =2, Not Sure =3, Disagree =4, Strongly Disagree=5

The responses in table 4.33 indicates that three items had a standard deviation of more than 1.0 which shows there were extreme in the scoring. The highest standard deviation was 1.355 a mean score of 2.97. In the item 'Targeted projects have been successfully implemented within the projected time frame,' (51.6%) of the respondents agree, while (41.9%) disagree with the statement and (6.5%) are not sure. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. However the results depicts that four items had a standard deviation of less than 1.0 which shows that there were no extreme scoring hence the items were good measure. The item, 'Functional internal audit department in place,' had the lowest standard deviation of 0.689 and a mean score of 2.02. The responses indicates that (16.1%) and (71.0%) strongly agree and agree respectively with the statement. Only a paltry (3.2%) disagreed with the statement and (9.7%) of the respondents were not sure.

The next statement sought to find out if monitoring and evaluation teams are in place and resources allocated for the tasks had a mean score of 2.15 and a standard deviation of 0.865. Majority of the respondents (61.3%) agreed with the statement while (17.7%) strongly agreed. However (9.7%) of the respondents disagreed and (11.3%) were not sure. The results are echoed by Stem et al., (2005) who argued that budget allocations develops human resources and enhances management capabilities in planning and implementation of the project. As to whether development plans by counties have complied with the budgets threshold of 30% as per PFM Act 2012 had a mean of 2.63 and a standard deviation of 1.178 which indicated a wide variety of responses, majority (51.7%) of the respondents answered in the affirmative, (23.3%) disagreed and (25.0%)

were not sure. As to whether there is Positive impact of CIDPs on the ground due to strict adherence to M&E activities a mean score of 2.06 and a standard deviation of 0.903 were observed and an overwhelming majority (75.8%) agreed. and (9.7%) disagreed, those not sure were (14.5%).Effective monitoring and evaluation enhances the project management decision making process at the execution hence positive impact on implementation of project (Gyorkos, 2003, Crawford and Bryce, 2003). On the statement that there exists a significant customer satisfaction of delivery due to effective M&E initiatives a mean score of 2.15 and a standard deviation of 1.084 were observed with (71.0%) of the respondents agreed and (16.1%) disagreed and (12.9%) were not sure. This is in agreement with McCoy (2005) who said that evaluation provides an assessment of the effectiveness of the project in realization of the goal and the relevance & sustainability of the projects in progress.

In summary, the findings indicate that Many County development plans have been successfully completed, and that M&E teams are in place and the resources allocated for the task and that functional internal audit department in place. Further, slightly over half of the respondents indicated that development plans by counties had complied with the budgets threshold of 30% as per PFM Act 2012. There is positive impact of CIDPs on the ground due to strict adherence to M&E activities. There exists a significant customer satisfaction of delivery due to effective M&E initiatives had an overwhelming acknowledgement from the respondents and finally targeted projects have been successfully implemented within the projected time frame was agreed by slightly over half of the respondents.

Anchorage of M &E in the County Strategic Plans-Figure 4.6 shows the percentage responses from the statement that sought to know if monitoring and evaluation had been anchored in the county strategic plans.

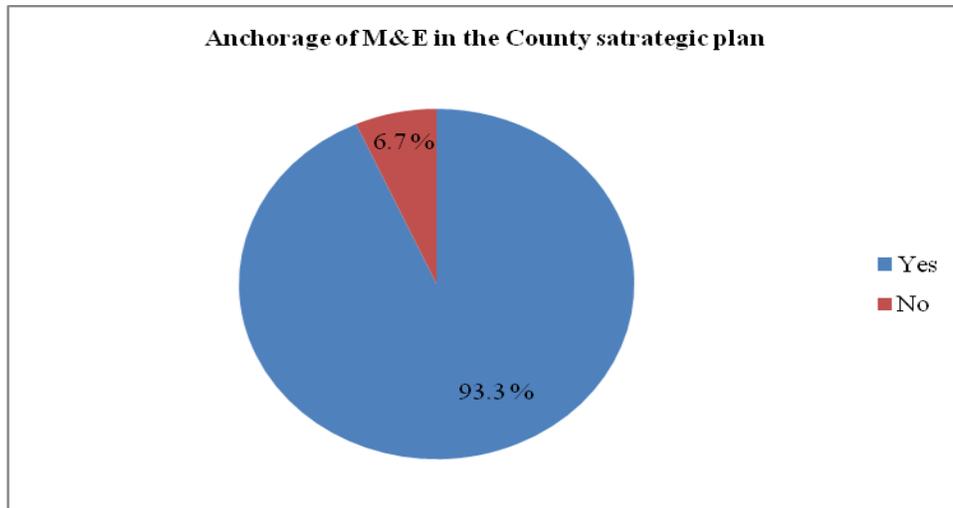


Figure 4.6: Anchorage of M & E in the county strategic plan

An overwhelming majority (93.3%) of the respondents answered in the affirmative and a paltry (6.7%) answered to the contrary. Those who answered no indicated that it could have been left out because of political interference.

The statement on whether monitoring and evaluation teams are independent from the executive.

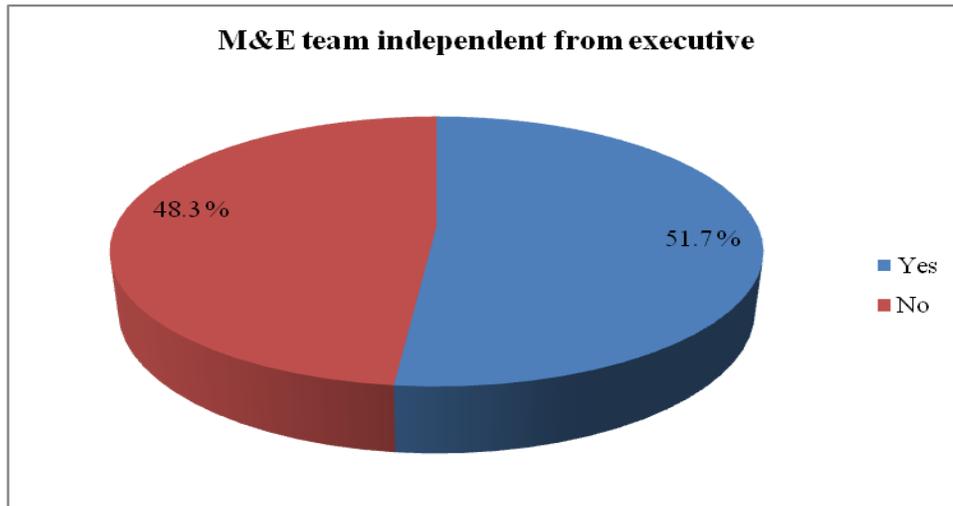


Figure 4.7: M&E team Independent from the executive

Slightly more than half of the respondents agreed that monitoring and evaluation teams are independent from the executive at (51.7%). However, (48.3%) said that monitoring and evaluation teams are not independent from the executive. This indicates that monitoring and evaluation teams could be taking instructions from the executive and hence make this key role not function as expected.

If No, Effects of this to implementation of CIDPS:

Those respondents who indicated that the M&E Teams are not independent of the executive were requested to give opinion on the likely effects of this to the implementation of CIDPs.

The qualitative responses are as indicated in table 4.34

Table 4.34: M&E Team’s non-independence

If No, Effects of this to implementation of CIDPS	Frequency	Percentage
Slow implementation	7	24.1
Compromises in their strategy and reporting	7	24.1
M&E resources may be delayed, curtailed, withheld or completely not provided	5	17.2
Funds misappropriation	2	6.9
Conflicts	2	6.9
They cannot pinpoint weaknesses	1	3.4
Most development projects are stalled/stifled	2	6.9
Corruption and lack of transparency	2	6.9
Projects outside CIDPS will be introduced midway	1	3.4

From the responses,(24.1%) of the respondents indicated that as a result of monitoring and evaluation team not being independent from the executive, it leads to slow implementation of county integrated development plans. A similar percentage indicated that it compromises in their strategies and reporting relationships. Monitoring and evaluation resources were indicated that it may be delayed, curtailed, withheld or completely not provided.

Further, (6.9%) of the respondents said that it leads to funds being misappropriated and a similar percentage cited that conflicts are experienced. It was also noted by (3.4%) of the respondents that the team cannot pinpoint weaknesses in the system. Most development projects being stifled was also mentioned by (6.9%) of the respondents. Another (6.9%) of the respondents indicated that corruption and lack of transparency is experienced. Lastly (3.4%) of the respondents indicated that projects that had not been captured in the CIDPs are introduced midway.

4.7.3 To determine the role of monitoring and evaluation in execution of County Integrated Development Plans by County Governments in Kenya

4.7.3. Inferential analysis

Correlation Analysis

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured, continuous variables. The Pearson Correlation of Monitoring and Evaluation versus Execution of County Integrated Development Plans (CIDPs) is 0.577(p value = 0.000) in table 4.16. This shows a moderate significant and positive relationship between Monitoring and Evaluation and Execution of county integrated development plans. It can therefore be affirmed of the existence of a moderate and positive linear relationship between the two variables, namely Monitoring and Evaluation and execution.

Objective four: Regression Analysis: To determine the role of monitoring and evaluation in execution of County Integrated Development Plans by County Governments in Kenya. A multiple regression was performed based on the model below.

$$Y = \beta_0 + \beta_6 X_6 + \varepsilon \dots\dots\dots (iv)$$

Where:-

Y = Execution of County Integrated Development Plans

β_0 = Constant, showing execution of County Integrated Development Plans in the absence of the factors

$\beta_1 - \beta_6$ = Regression Coefficients

X_6 = Monitoring and evaluation

ε = Error Term

Coefficient of Determination

Coefficient of determination square -measures explained variation. Table 4.35 shows that the coefficient of determination R square is 0.333 and R is 0.577 at 0.05 level of significance.

The coefficient of determination indicates that (33.3%) of the variation in the response to execution of county integrated development plans is explained by monitoring and evaluation. The remaining (66.7%) can be explained by other factors and variables in the model other than monitoring and evaluation.

Table 4.35: Model Summary for Monitoring and evaluation Versus Execution of CIDPs

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.320	.699

a. Predictors: (Constant), Monitoring and evaluation

Overall Significance of the Model

Table 4.36 presents the results of Analysis of Variance (ANOVA) on monitoring and evaluation versus execution of county integrated development plans. The ANOVA results for regression coefficients indicates that the significance of F is 0.000 which is less than 0.05 hence implying that there is a positive significant relationship between monitoring and evaluation and execution of county integrated development plans.

Table 4.36: ANOVA Results for Monitoring and Evaluation

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.408	1	13.408	27.407	.000 ^b
1 Residual	26.907	55	.489		
Total	40.316	56			

a. Dependent Variable: Execution

b. Predictors: (Constant), Monitoring and evaluation

Regression Coefficients

Analysis was further done to determine beta coefficients of monitoring and evaluation versus execution of county integrated development plans. The finding on the individual coefficients shows that there is a significant relationship between monitoring and evaluation and execution of county integrated development plans. The coefficient of monitoring and evaluation is 0.631 which is statistically greater than zero. The t statistic is 5.235 which is greater than zero. Monitoring and evaluation significantly influenced the execution of County Integrated Development Plans (5.235, PV=0.000) at 5% level of significance. Hence the Null hypothesis that monitoring and evaluation has no significant role in execution of county integrated development plans by county governments in Kenya is rejected (P-value = 0.000). Thus, monitoring and evaluation is a major determinant in the execution of county integrated development plans

$$\text{Execution} = 1.169 + 0.631 \text{ Monitoring and evaluation}$$

Table 4.37: Relationship between Monitoring and Evaluation and Execution of CIDPs

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.169	.304		3.844	.000	.559	1.778
1 Monitoring and evaluation	.631	.120	.577	5.235	.000	.389	.872

a. Dependent Variable: Execution

4.7.4 Moderating Influence of Policy framework on the role of strategic leadership in Execution of County Integrated Development Plans by County Governments in Kenya.

4.7.4. Descriptive Results

Table 4.38: Extent of Influence of policy framework on the role of strategic leadership in Execution of CIDPs

Influence of policy framework in the execution of CIDPS by county governments in Kenya	Extent of Influence of policy framework in the execution of CIDPS (%)					Descriptive Statistics		
	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree	N	Mean	Std. Deviation
There are strong cooperation and consultations between the county and national governments	25	48.4	17.2	9.4	0	64	2.11	.893
There exists accountability by the county governments on execution of CIDPS to other agencies	17.2	56.3	18.8	6.3	1.6	64	2.19	.852
Public participation input in CIDPS has been incorporated	57.8	31.3	3.1	4.7	3.1	64	1.64	.982
Intergovernmental relations has bearing on CIDPS realization	18.8	67.2	9.4	4.7	0	64	2.00	.690
CIDPS are always aligned to PFM Act 2012	26.6	59.4	11	3.1	0	64	1.91	.706
Policy framework has enhanced CIDPS implementation	28.3	50	15	6.7	0	60	2.00	.844
PFM Act 2012 development threshold should be increased from 30 % a higher percentage to enhance more projects to be realized	62.3	26.2	6.6	3.3	1.6	61	1.56	.886

Key: Strongly Agree =2, Not Sure =3, Disagree =4, Strongly Disagree=5

The responses in table 4.38 indicates that the results depicts that all seven items had a standard deviation of less than 1.0 which shows that there were no extreme scoring hence the items were good measure. The first statement had a mean score of 2.11 and a standard deviation of 0.893, (25.0%) of the respondents who strongly agreed that there are strong cooperation and consultations between the county and national government, (48.4%) agreed, and (9.4%) disagreed. However, (17.2%) of the respondents were not sure of the statement. The second statement on accountability existence by the county governments on execution of CIDPs to other agencies attracted a mean score of 2.19 and a standard deviation of 0.852 where a majority (73.5%) of the respondents agreed while (18.8%) were not sure and (7.9%) disagreed. Third statement on Public participation input in CIDPs has been incorporated had a mean score of 1.64 and a standard deviation of 0.982 received an overwhelming agreement by (89.1%) of all the respondents while a paltry (3.1%) were not sure and (7.8%) disagreed with the observation.

Majority (86.0%) of the respondents indicated that Intergovernmental relations have bearing on CIDPs realization with a mean score of 2.00 and a standard deviation of 0.690 while only (4.7%) disagreed with the observation. However, (9.4%) of the respondents were not sure. CIDPs are always aligned to PFM Act 2012 was acknowledged by (86.0%) of the respondents and only (3.1%) had a divergent views. (11.0%) of the respondents were however not sure and had a mean score of 1.91 and a standard deviation of 0.706. A majority of the respondents agreed (78.3%) that Policy framework has enhanced CIDPs implementation while (15.0%) were not sure and those in disagreement were (6.7%) with a mean of 2.00 and a standard deviation of 0.844.

Lastly, PFM Act 2012 development threshold should be increased from 30 % a higher percentage to enhance more projects to be realized had a mean of score of 1.56 and a standard deviation of 0.886, received the highest percentage of agreement by (88.5%) of the respondents. Further, (6.6%) of the respondents were not sure and (4.9%) disagreed with the statement.

In summary, the findings indicate that there are strong cooperation and consultations between the county and national governments and that there exists accountability by the county governments on execution of CIDPs to other agencies. Further the result indicates that Public participation input in CIDPs has been incorporated and that Inter-governmental relations have bearing on CIDPs realization. CIDPs are always aligned to PFM Act 2012 and that Policy framework has enhanced CIDPs implementation. Finally, most of the respondents indicated that PFM Act 2012 development threshold should be increased from 30% to a higher percentage to enhance more projects to be realized.

Qualitative results-The respondent's opinion on the role of the National Assembly, The Senate and County Assemblies play in the realization of implementation of CIDPs. The responses are shown in Table 4.39.

Table 4.39: Opinion on the Role of National Assembly, Senate and County Assemblies Play in the Realization of Implementation of CIDPS

Opinion on the role of National Assembly , Senate and county assemblies play in the realization of implementation of CIDPS	Frequency	Percentage
Their oversight role and budget allocation is key	18	34.6
County assembly seems lost on its part	4	7.7
Lack of enough funds	3	5.8
All agencies play their expected role	3	5.8
There needs to be more effort to bring them together and agree on CIDP implementation	3	5.8
Frequent disagreement	2	3.8
Should guide the county governments and provide checks and balances as the counties implement CIDPs	2	3.8
Entrusted to make the laws that will ensure efficiency in realization of CIDPs	2	3.8
National assembly to allocate enough funds to counties, oversight for senate and counties assembly for development	2	3.8
Approving budgets	2	3.8
National assembly allocate funds, senate oversights County assembly approves budget for the counties	2	3.8
The three organs should have more mandate of monitoring and evaluating the executive	2	3.8
late release of funds	1	1.9
Check on funds utilization	1	1.9
Timely passage of equitable share of revenue bills	1	1.9
County assembly incorporates public participation and ensuring the allocated funds are well utilised	1	1.9
They need to up their oversight roles	1	1.9
In their envisaged oversight role, they should further ensure realisation of CIDPs	1	1.9
The three houses have no interest in the implementation of CIDPs	1	1.9

From the responses, their oversight role and budget allocation was cited as key by a majority (34.6%) of the respondents. County assembly seems lost on its part was indicated by a (7.7%) of the respondents while lack of enough funds allocation by

national assembly was mentioned (5.8%) of the respondents.(5.8%) indicated that all agencies play their expected role and that there needs to be more effort to bring them together and agree on CIDPs implementation (5.8%).

Frequent disagreements and need for them to guide and provide checks and balances as the counties implement CIDPs (7.6%). These bodies are entrusted with laws making that would ensure efficiency in realization of CIDPs (3.8%) and (3.8%) of the respondents mentioned that National assembly should allocate enough funds to counties, oversight for senate and counties assembly for development. The three organs should have more mandate of monitoring and evaluation of the executive and late release of funds was mentioned by 3.8% and 1.9% of the respondents respectively. Checking on funds utilization and timely passage of equitable share of revenue bills was mentioned by 3.8% of the respondents.

County Assembly Incorporation of public participation and ensuring of the allocated funds are well utilized while the need for the three organs to up their oversight roles was indicated by (3.8%) of the respondents. (1.9%) of the respondents said that in their envisaged oversight role the three organs should further ensure realization of CIDPs. However, the three organs lack of interest in the implementation of CIDPs was cited by (1.9%) of the respondents.

Enhancement or Limitation of CIDPs by the Senate, the National Assembly and County Assemblies.

The percentage responses are as indicated in figure 4.8

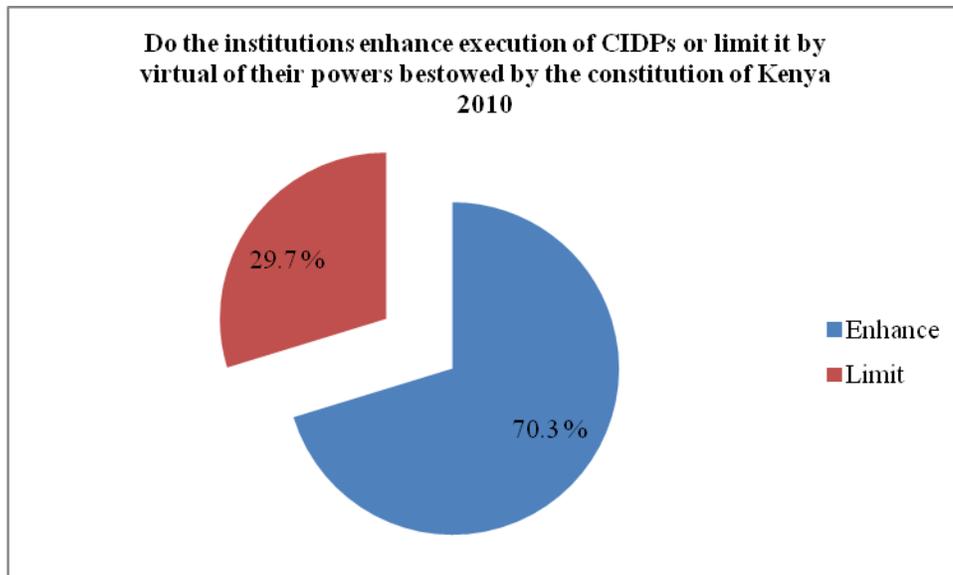


Figure 4.8: enhancement or limitation of CIDPs by the National Assembly, the Senate and County Assemblies

From the results, a majority (70.3%) of those who responded indicated that the National Assembly, the Senate and County Assemblies enhance the implementation of county integrated development plans.

The following summaries the examples given out by those respondents whose responses were that they enhance implementation of CIDPs.

Reasons given by those who thought the institutions enhance CIDPs

The national assembly and the senate enhance, not so with the county assembly. Through budgetary allocation leads to the implementation of CIDPs. Providing oversight and make the county's executive work towards achieving CIDPs. The national assembly and the senate were said to enhance the implementation of CIDPs and timely approvals were cited as enhancing implementation of CIDPs.

Reasons given by those who thought the institutions limit CIDPs

Responses from those who thought that the three organs limit the CIDPs implementation, County assemblies were cited as the biggest stumbling blocks of the CIDPs implementation. Failure to approve county budget hence no development worth reporting while low funding to counties was also mentioned. County assemblies' refusal to approve county budgets was also indicated as limitation of CIDPs implementation. Competition among the three organs that leads to derailing of the implementation of county integrated development plans. The non-effective policy/internal controls and inadequate facilitation on revenue allocation were equally cited as a limitation factor and powers vested to each organ do not take cognizance that they are devoted towards the same agenda-development. Unnecessary delays in passing budgets were also a factor hindering implementation.

4.7.5 To establish the Moderating Influence of Policy framework on the role of strategic leadership in Execution of County Integrated Development Plans by County Governments in Kenya

4.7.5. Inferential Analysis

Correlation Analysis

The Pearson Correlation of policy framework versus Execution of County Integrated Development Plans (CIDPs) is 0.588 (p value = 0.000) as indicated in table 4.16. This shows a significant and positive relationship between policy framework and Execution of county integrated development plans. There is therefore a moderate positive linear relationship between the two variables, policy framework and execution.

Objective Five: to establish the moderating influence of policy framework on the role of strategic leadership in execution of County Integrated Development Plans by County governments in Kenya

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \varepsilon \dots\dots\dots (v)$$

Where:-

Y = Execution of County Integrated Development Plans

β_0 = Constant, showing execution of County Integrated Development Plans in the absence of the factors

$\beta_1 - \beta_7$ = Regression Coefficients

X_7 = policy framework

ε = Error Term

Hierarchical multiple regression Results:

There is a change in R^2 of 0.062 after introducing the interacting or moderating variable (policy framework). Therefore a significant (6.2%) change in variation after introducing the moderator variable (policy framework) was observed.

Table 4.40: Policy framework Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.520	.461	.628
2	.763 ^b	.582	.521	.592

a. Predictors: (Constant), Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication

b. Predictors: (Constant), Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication, Policy framework

The effect of the moderator (policy framework) on the relationship between the independent variables (Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication) and dependent variable (Execution) is statistically significant ($F_{(7, 55)} = 9.544$, $p\text{-value} = 0.000$) at 5% level of significance and therefore the null hypothesis that Policy framework has no moderating influence on the role of strategic leadership in execution of County Integrated Development Plans by County Governments in Kenya is rejected. Therefore we

conclude that policy framework has a moderating effect on the relationship between independent variables and dependent variable.

Table 4.41: ANOVA Results for Policy framework

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.893	6	3.482	8.831	.000 ^b
	Residual	19.321	49	.394		
	Total	40.214	55			
2	Regression	23.401	7	3.343	9.544	.000 ^c
	Residual	16.813	48	.350		
	Total	40.214	55			

a. Dependent Variable: Execution

b. Predictors: (Constant), Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication

c. Predictors: (Constant), Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication, Policy framework

Regression Coefficients

Analysis was further done to determine the effect of the moderator (Policy framework) on the independent variables (Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication).

We report the moderated multiple regression equation using the beta coefficients after introducing the moderator.

Table 4.42: Relationship between Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication, Policy framework and Execution of CIDPs

Model	Coefficients ^a						95.0% Confidence Interval for B	
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Lower Bound	Upper Bound
	B	Std. Error	Beta					
(Constant)	-.069	.457			-.152	.880	-.988	.849
Strategic direction	.034	.204	.021		.168	.867	-.376	.444
Communication	-.159	.160	-.157		-.993	.326	-.480	.163
Organization structure	.097	.184	.075		.525	.602	-.274	.467
Organization culture	.148	.132	.144		1.117	.269	-.118	.414
Innovation	.455	.146	.375		3.112	.003	.161	.749
Monitoring and evaluation	.578	.142	.528		4.064	.000	.292	.865
(Constant)	-.181	.433			-.418	.678	-1.051	.689
Strategic direction	.040	.192	.024		.206	.838	-.347	.426
Communication	-.205	.152	-.204		1.353	.182	-.510	.100
Organization structure	.068	.174	.053		.391	.698	-.282	.418
Organization culture	.141	.125	.138		1.134	.263	-.109	.392
Innovation	.251	.157	.207		1.596	.117	-.065	.568
Monitoring and evaluation	.551	.135	.503		4.091	.000	.280	.821
2 Policy framework	.429	.160	.331		2.676	.010	.107	.752

a. Dependent Variable: Execution

Before engaging Moderator (Policy framework) Y (1) = -.069+0.034 strategic direction - 0.159 Communication + 0.097 Organization structure + 0.148 Organization culture + 0.455 Innovation + 0.578 Monitoring and evaluation

After engaging Moderator (Policy framework) $Y (2) = -.181+0.040$ strategic direction - 0.205 Communication + 0.068 Organization structure + 0.141 Organization culture + 0.251 Innovation + 0.551 Monitoring and evaluation + 0.429 Policy framework.

Execution of county integrated development plans (CIDPs) by county governments in Kenya. The responses are as indicated in table 4.43.

4.7.6. Descriptive results

Table 4.43: Execution of County Integrated Development Plans (CIDPs)

Execution of CIDPS	Extent of execution of CIDPS (%)					Descriptive Statistics		
	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree	N	Mean	Std. Deviation
County development plans have been completed on schedule	13.3	46.7	13.3	18.3	8.3	60	2.62	1.180
Cost of execution of county development plans have been within the budget	6.7	33.3	26.7	25	8.3	60	2.95	1.096
The county has completed all the projects targeted within the 5 year period	1.7	8.6	20.7	46.6	22.4	58	3.79	.951
Achievement of CIDPS have been satisfactory	13.8	39.7	20.7	22.4	3.4	58	2.59	1.077
Majority of citizens are able to access services easily than before devolution	48.3	30	13.3	6.7	1.7	60	1.83	1.011
Citizens are satisfied by the quality and impact of county development plans actualization	31.7	26.7	25	15	1.7	60	2.28	1.121

Key: Strongly Agree=1, Agree =2, Not Sure =3, Disagree =4, Strongly Disagree=5

The responses in table 4.43 indicates that five items had a standard deviation of more than 1.0 which shows there were extreme in the scoring. The highest standard deviation was 1.180 and a mean score of 2.62. In the item 'County development plans have been completed on schedule.' (46.7%) of the respondents agree, while (13.3%) strongly agree with the statement and (13.3%) are not sure. Further, (18.3%) disagree and (8.3%) strongly disagree. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. However the results depicts that one item had a standard deviation of less than 1.0 which shows that there were no extreme scoring hence the items were good measure. The item, 'The County has completed all the projects targeted within the 5 year period,' had the lowest standard deviation of 0.951 and a mean of 3.79. The responses indicate that (1.7%) and (8.6%) strongly agree and agree respectively with the statement. Majority of the respondents (46.6%) disagree and (22.4%) strongly disagree with the statement while (20.7%) were not sure if the counties had completed all the projects targeted within the 5 year period.

On the statement as to whether cost of execution of county integrated development plans have been within the budget a mean of 2.95 and a standard deviation of 1.096 were recorded where a (40.0%) responded in the affirmative, (26.7%) were not sure and a third (33.3%) disagreed. Achievement of CIDPs have been satisfactory had a standard deviation of 1.077 and a mean of 2.59 where majority of the respondents (53.5%) agreed while (25.8%) of the respondents disagreed and (20.7%) said that they were not sure.

Further on second last statement that majority of citizens are able to access services easily than before devolution a mean of 1.83 and a standard deviation of 1.011 were observe and a majority (78.3%) of the respondents agreed with the statement while only (8.4%) who disagreed. However, (13.3%) of the respondents were not sure if majority of citizens are able to access services easily than before devolution. Lastly, on the statement that citizen are satisfied by the quality and impact of county development plans actualization a mean of 2.28 and a standard deviation of 1.121 were observed where a majority of those who responded agreed with the statement at (58.4%) while (16.7%) disagreed and (25.0%) indicated that they were not sure as to whether citizen are satisfied by the quality and impact of county development plans actualization.

In summary, the findings indicate that half of the respondents agreed with all the six statements that County development plans have been completed on schedule and that cost of execution of county development plans have been within the budget. That the counties have completed all the projects targeted within the 5 year period and Achievement of CIDPs has been satisfactory. Majority of citizens are able to access services easily than before devolution and finally Citizens are satisfied by the quality and impact of county development plans actualization.

Opinion was sought of other indicators that show a successful execution of CIDPs.

Table 4.44 indicates the responses from the respondents

Table 4.44: Other indicators that show a successful execution of county development plans

Other indicators that show a successful execution of county development plans	Frequency	Percentage
Accessibility of services to citizens	17	18.7
Availability of resources	15	16.5
Improved infrastructure	14	15.4
Maintain general appreciation and positive feedback by the public and stakeholders	9	9.9
Improved markets	6	6.6
Quality personnel	10	11.0
Proper use of budgetary allocations	4	4.4
Execution of CIDPs programs	4	4.4
Improved socio-economic condition	4	4.4
Employment, empowerment and job opportunities	3	3.3
Poverty reduction	2	2.2
Low cost of living	2	2.2
Local investment & security	1	1.1

As indicated above, (18.7%) of the respondents said that accessibility of services by citizen are a good indicator of successful execution of county integrated development plans, while another (16.5%) availability of resources at the counties as indicators of CIDPs success. Improved infrastructure was cited by (15.4%) and Maintenance of general appreciation and positive feedback by the public and other stakeholders was mentioned by (9.9%) of the respondents.

Improved markets in terms of building and maintenance were also cited by (6.6%) of the respondents. Quality personnel in terms of qualifications and competencies were mentioned by (11.0%) of the respondents.

Proper use of budgetary allocations was indicated as another factor that shows successful execution of county integrated development plans which attracted (4.4%) of responses. Execution of CIDPs was also taken as a factor by (4.4%) while improved socio-economic condition got a similar percentage of the respondents. Another indicator was employment, empowerment and job opportunities at (3.3%) and Poverty reduction at (2.2%). Low cost of living was at (2.2%) and the final indicator was local investment and security at (1.1%).

Opinion was sought of other factors not captured in the document that affects execution of CIDPs

Table 4.45 indicates the responses from the respondents.

Table 4.45: Other factors not captured in this document that affects execution of CIDPs

Other factors not captured in this document that affects execution of CIDPS	Frequency	Percentage
Budget constraints	11	17.2
Non-Cooperating county assemblies	7	10.9
Delay in release of funds	6	9.4
Unforeseen circumstances	6	9.4
Proper training	5	7.8
Wrong priority projects captured in the CIDP	5	7.8
Good leadership	4	6.3
Set goals and objectives	6	4.7
Clear communication	3	4.7
Community participation in county development agenda not productive	3	4.7
Motivation of employees	3	4.7
Cultural practices	2	3.1
Human resource policies	2	3.1
Lack of proper ownership	1	1.6
Media awareness	1	1.6
Limited time frame	1	1.6
Performance of staff	1	1.6

Table 4.45 shows that (17.2%) of the respondents indicated that budget constraints as a factor has not been captured and it affects the execution of county integrated development plans. Non-cooperation of county assemblies at (10.9%) was mentioned by the respondents as a factor that affects the execution of CIDPs.

Funds release delays was also a factor at (9.4%) and unforeseen circumstances were cited at (9.4%) too. Factors like proper training was indicated by (7.8%) of the respondents while wrong priority projects are captured in the CIDPs at (7.8%). Motivation of employees and cultural practices were cited by (4.7%) and (3.1%) respectively. Human resource policies were mentioned by (3.1%) and lack of proper ownership at (1.6%).Media awareness was a factor cited by (1.6%) of the respondents as a factor not captures that affect the execution of county integrated development plans. Limited time was also a factor cited by (1.6%) of the respondents and performance of staff was cited by (1.6%) of the respondents.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the findings of the research and conclusion as per the study objectives. The chapter further puts across the recommendations and areas for further research as per the findings. The study sought to establish the role of strategic leadership on execution of county integrated development plans by county governments in Kenya.

5.2 Summary

5.2.1 Specific Objective 1: To determine the role of envisioning in execution of County Integrated Development Plans by County Governments in Kenya.

It was hypothesized that envisioning had no significant role in execution of county integrated development plans by county governments in Kenya. The findings showed that there was indeed a significant relationship between envisioning and execution since the coefficients of envisioning (strategic direction) and communications were statistically greater than zero. The results are consistent with Anyieni and Areri (2016) that communication style influences success in execution of strategic plans. The results further agree with Mugoi (2015) that challenges in communication affect strategy execution. This indicated that envisioning had a positive influence on execution of county integrated development plans and hence the hypothesis that envisioning had

significantly no role in execution of county integrated development plans by county governments in Kenya was rejected.

The findings are in agreement with Oditia and Bello (2015) whose study revealed that strategic direction positively and significantly relates to organization performance and it is found in the mission and vision and objectives. Makori (2014) further collaborates that mission and vision provides direction, discovery and destiny for the organization. The findings revealed that envisioning positively influences the execution of county integrated development plans by county governments in Kenya. The results of the Pearson product moment correlation coefficient indicated a moderate and significant linear correlation between envisioning and execution of county integrated development plans by county governments in Kenya. The results of Analysis of Variance (ANOVA) on Envisioning versus Execution indicated that there was a positive and significant relationship between envisioning and execution of county integrated development plans.

5.2.2 Specific Objective 2: To analyse the effect of institutionalization of programmes in execution of county integrated development plans by county governments in Kenya.

It was hypothesized that institutionalization of programmes had no significant effect in execution of county integrated development plans by county governments in Kenya. The results of Analysis of Variance (ANOVA) on institutionalization versus execution indicated that there was a positive and significant relationship between institutionalization and execution of county integrated development plans. The results showed that strategic leaders use of institutionalization (organization culture and organization structure) as a factor of strategic leadership had a significant role in the

execution of county integrated development plans by county governments in Kenya. This is in agreement with studies done by Bolo, Wandera, Imita and K'Obonyo (2010) found that the structure of the organization plays an integral role in the execution of strategy. The findings also are in agreement with Waiganjo et. al., (2017) who carried out a study on the impact of organizational structure on strategy implementation by county governments in Kenya which revealed that organization structure has a recognizable effect on their strategy execution. Further, the results agree with Abass et. al., (2017) that organization structure influences execution of the strategic plans of county governments in Kenya. On organization culture, the results are supported by study by Abass et. al., (2017) that organization culture influences execution of strategic plans of county governments in Kenya. The results are also echoed by Mwachibibo (2017) who argued that organizational culture-strategy alignment is a priority during strategy formulation as well as during strategy execution phase.

The results equally resonated well with findings on organizational culture influence in implementation of strategic plans in Lake Victoria Water Services Board by Khatoya (2014). The hypothesis that institutionalization significantly had no effect in execution of county integrated development plans by county governments in Kenya was rejected.

The findings revealed that institutionalization of programmes positively influenced the execution of county integrated development plans by county governments in Kenya. The results of the Pearson product moment correlation coefficient indicated a positive and significant correlation between institutionalization of programmes and execution of county integrated development plans by county governments in Kenya. The results

indicated that institutionalization of programmes explains nineteen per cent of the variation in execution of county integrated development plans by county governments in Kenya. County governments should put more emphasis on the type of culture that is in tandem with the strategic plans in place for smooth execution of these plans.

5.2.3 Specific Objective 3: To explore the role of innovation in execution of county integrated development plans by county governments in Kenya.

It was hypothesized that innovation had no significant role in execution of county integrated development plans by county governments in Kenya. Results indicated that Innovation significantly influenced the execution of County Integrated Development Plans. Null hypothesis that innovation does not significantly have a role in execution of county integrated development plans by county governments in Kenya was therefore rejected. Thus Innovation was major determinant in the execution of county integrated development plans.

The Pearson Correlation of Innovation versus Execution of County Integrated Development Plans showed a moderate significant and positive relationship between Innovation and Execution of county integrated development plans. It can therefore be affirmed of the existence of a moderate and positive linear relationship between the two variables, namely innovation and execution.

The descriptive findings indicated that counties had embraced innovation that supports execution of counties development plans by introducing new strategies on service delivery. Further, much use of social media platform to engage stakeholder had been

employed. Strong engagement of collaboration with universities and other stakeholders for better service delivery had been acknowledged.

The results of coefficient of determination R square indicated that thirty per cent of the variation in the response to execution of county integrated development plans was explained by innovation. It was an indication that counties should embrace innovation for execution of service delivery through the county integrated development plans (CIDPs) to be efficient and effective. The findings concurred with those of Maina (2016) who found a variation of (49.2%) in service delivery by county governments in Kenya to be made up of factors of innovativeness, awareness and organization capability. Ross and Horenkamp (2007) as cited by Maina (2016) agreed with the findings that service delivery innovation was a continuous process which must be adopted by organizations in developing new products and services.

5.2.4 Specific Objective 4: To analyse the role of monitoring and evaluation in execution of county integrated development plans by county governments in Kenya.

It was hypothesized that monitoring and evaluation had no significant role in execution of county integrated development plans by county governments in Kenya. The findings on the individual coefficients showed that there was a significant relationship between monitoring and evaluation and execution of county integrated development plans as coefficient of monitoring and evaluation was statistically greater than zero. Monitoring and evaluation significantly influenced the execution of County Integrated Development Plans. Null hypothesis that monitoring and evaluation does not significantly have a role

in execution of county integrated development plans by county governments in Kenya was rejected.

The results of the Pearson Correlation of Monitoring & Evaluation versus Execution of County Integrated Development Plans (CIDPs) revealed a moderate, significant and positive relationship between Monitoring & Evaluation and Execution of county integrated development plans. There was therefore existence of a moderate and positive linear relationship between the two variables, namely Monitoring and Evaluation and execution. This is in agreement with McCoy (2005) who said that evaluation provides an assessment of the effectiveness of the project in realization of the goal and the relevance & sustainability of the projects in progress.

The results of coefficient of determination showed a third of the variation in the response to execution of county integrated development plans was explained by monitoring and evaluation. Effective monitoring and evaluation enhances the project management decision making process at the execution hence positive impact on implementation of project (Gyorkos, 2003, Crawford and Bryce, 2003). Counties are expected to have robust teams of monitoring and evaluation in place and which are independent from the executive in order to ensure that funds allocated from the national government are used for the intended purposes-service delivery to the grassroots.

5.2.5 Specific Objective 5: To establish the moderating influence of policy framework on the role of strategic leadership in execution of County Integrated Development Plans by County governments in Kenya.

It was hypothesized that there was no moderating influence of policy framework in execution of county integrated development plans by county governments in Kenya.

A moderated multiple regression (MMR) was carried out and results showed that there was a change in R^2 of 0.062 after introducing the interacting variable (policy framework). Therefore there was a remarked (6.2%) change in variation after introducing the moderator variable.

The effect of the moderator on the relationship between the independent variables (Monitoring and evaluation, Strategic direction, Organization structure, Innovation, Organization culture, Communication) and dependent variable (Execution) was statistically significant and therefore the null hypothesis that Policy framework had no moderating influence in execution of County Integrated Development Plans by County Governments in Kenya was rejected. Therefore we conclude that policy framework had a moderating effect on the relationship between independent variable and dependent variable.

5.3 Conclusions

The research findings informed on the role of strategic leadership on execution of county integrated development plans in county governments in Kenya as explained below:

Envisioning which had strategic direction and communication as sub-variables was found to have a significant relationship with execution of county integrated development plans. Communication significantly influenced the execution of County Integrated Development Plans while strategic direction did not have a significant influence. The most preferred mode of communication between the management and the staff across the five counties were notices and memos. Communication should be one factor to be enhanced for better execution of County Integrated Development Plans.

Results further revealed that institutionalization had a positive influence on execution of county integrated development plans. Organization culture significantly influenced the execution of County Integrated Development Plans and Organization structure did not. We can therefore say Culture is a strategic factor in the execution of county strategic plans and hence counties should give more attention to the type of culture that would ensure performance other than giving too much time and resources to organization structures like building expensive structures and also having complicated reporting structures which slows down the execution of strategic plans.

Results indicated that innovation had a coefficient of determination of thirty per cent of the variation in the response to execution of county integrated development plans. Innovation should therefore be embraced by counties in order to drive the execution of the county integrated development plans through creating an environment conducive for innovation.

Monitoring and evaluation was found to be a key component for successful execution of county integrated development plans. The coefficient of determination indicated that a third of the variation in the response to execution of county integrated development plans was explained by monitoring and evaluation. Counties should take monitoring and evaluation as one of the key drivers in the execution of county integrated development plans. County will be able to monitor and evaluate the impact their projects are impacting on the ground and they will be able to account to different government agencies and the public at large.

Policy framework was found to be significant in the relationship between the strategic leadership variables and the execution of county integrated development plans by county governments in Kenya. Results revealed that a majority of respondents agreed that policy framework had enhanced execution of county integrated development plans. A need to increase PMF Act 2012 development threshold from thirty percent to a higher percentage was indicated by the majority of the respondents. County assemblies were cited as the major stumbling block of execution of county integrated development plans by counties. The different agencies which are entrusted with the smooth running of the devolved governments should work in harmony in order for the final beneficiary (the citizens) benefit from the county integrated development plans. National Assembly should allocate and Treasury to release funds on time and the Senate whose mandate is oversight should ensure it does its work professionally and effectively. County assemblies should pass county bills for the smooth running of the counties without threats to the executive about impeachments.

5.4 Study's Contribution to Theory

The study added knowledge on the role of strategic leadership from the context of devolved system of governance. This relationship between the role of strategic leadership and execution of county integrated development plans in Kenya provides a significant contribution to the strategic leadership literature. The knowledge achieved from the findings confirms the role of strategic leadership in execution of county integrated development plans, hence counties service delivery studies. The findings have also contributed on the role of strategic leader in relation to strategic leadership practices namely strategic direction determination, communication, determining organisation structure and culture, innovation and monitoring and evaluation. The study established specifically the extent to which these variables influenced the execution of county integrated development plans by county governments in Kenya. Therefore, the findings have bridged the knowledge gap on the lack of this kind of undertaking in county governments in Kenya.

5.5 Recommendations

Recommendations to Researchers

The results of this study provide valuable insights on the role of strategic leadership on the execution of county integrated development plans by county governments in Kenya. Strategic leadership identified components were strategic direction determination, communication, determining organisation structure and organisation culture, innovation and monitoring & evaluation. Innovation and monitoring evaluation were found to have a significant influence to the execution of county integrated development plans. Organisation structure was however not found to significantly influence the implementation of county integrated development plans. Communication had a significant influence. Policy framework which was the moderating variable had a significant effect between the role of strategic leadership and execution of county integrated development plans. The research recommends more studies on the role of strategic leadership in other public institutions mandated to offer services to citizens and engaging organisation structure as one of the variables.

5.5.1 Macro Level-Government of Kenya

The findings of this study informs the researcher that county governments in Kenya should adopt strategic leadership style of management in the execution of county integrated development plans. Envisioning was found to have a significant influence on the execution of county integrated development plans. Communication significantly influenced the execution of county integrated development plans while strategic

direction did not significantly influence the implementation of county integrated development plans. National government and county governments should therefore have strategies meant to make communication between and among different agencies easy with less government red tapes. This would ensure that decision are made and communicated easily and efficiently.

Institutionalization as a component whose sub-variables were organisation culture and organisation structure, only organisation culture significantly influenced the execution of county integrated development plans. Culture that promotes the execution of county integrated development plans should be encouraged in order to enhance cohesion, improve morale, integrity among and between the implementers of strategic plans. Organisation structure should therefore not be given more prominence than the culture. Further, the study results indicated that innovation had a significant positive impact in the implementation of county integrated development plans and hence the national government parent ministry for devolution should budget for more resources for innovations that are meant to enhance the execution of county integrated development plans.

The study also found out that monitoring and evaluation had an equally significant impact in the execution of county integrated development plans. This call for more resources in terms of funding and engagement of staff with requisite qualifications for better accountability of resources devolved in counties which are billions of shillings. Monitoring and evaluation is a key exercise that need to be given more attention during the execution of projects both for the national and county governments in Kenya. Lastly,

Policy framework which was a moderating variable between the role of strategic leadership and execution of county integrated development plans had a significant impact in the execution of county integrated development plans by county governments in Kenya. Therefore, Policy framework which entailed inter-governmental relations and Public finance management should be enhanced for better execution of county integrated development plans through consultation and collaboration.

5.5.2 County Governments

Execution of county integrated development plans by county governments calls for leadership that is strategic in nature. It is a leadership that will be able to share its mission and vision with its followers and also it is an innovative and results-oriented leadership. Devolution cardinal aim is to ensure that services are availed as close as possible to the citizens and strategic leadership is made up of most of the ingredients needed for the mission and vision of service delivery through county integrated development plans be actualized .County governments need to nurture a culture that is all inclusive in order for all implementers of strategic plans are reading from the same script-vision.

Communication was found to be a key component in the execution of the strategic plans. Counties should therefore invest in ways and means of ensuring the existence of an efficient and effective system of communication in the counties- having clear hierarchy of communication and prompt feedback for quick decision making.

Innovation was found to be a very key factor in the execution of county integrated development plans. County governments should come up with innovative strategies unique to their environment by or through collaborations with universities and research agencies. They could also explore the collaborating with different counties for what they could provide at a cheaper price and vice versa-use of comparative advantage. Innovative staff should be encouraged through providing them with funds-hence need for counties to set aside research and development funds.

Monitoring and evaluation should be taken as a key activity for the counties by having qualified staff and resources allocated to the department. This would ensure that all projects being executed are monitored and evaluated and therefore money being misused will be a thing of the past since there will be staff assigned and they are held accountable should funds be deviated from the intended projects. Also monitoring and evaluation staff should be independent of the executive for them to work without fear of intimidation from the executive.

5.5.3 Areas of Further Research

The study investigated the role of strategic leadership on the execution of county integrated development plans by county governments in Kenya. Service delivery was found to experience a myriad of constraints for example budget constraints and hence derailing the execution of county integrated development plans. A research on how counties could explore other revenue generating activities could be carried out to bridge the budget deficit challenges being experienced. A research on the relationship between

the County executive and County Assemblies on execution of county integrated development plans could also be viable since county assemblies were cited as being a stumbling block to the execution and hence service delivery.

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APPENDICES

Appendix I: Introduction Letter to Respondents

James K. Waribu

P.O. Box 12243-00100

Nairobi-Kenya

Dear Sir/Madam,

RE: INTRODUCTION AND REQUEST TO PARTICIPATE IN STUDY

I am a post graduate student at College of Human Resource and Development (COHRED), of Jomo Kenyatta University of Agriculture and Technology. I am pursuing a PhD Degree in Business Administration (Strategic Management Option). As a requirement for the fulfillment of this degree course, I am expected to conduct a research. My research title is '**The Role of Strategic Leadership on Execution of County Integrated Development Plans (CIDPs) by County Governments in Kenya**'.

You have been selected to participate in this study by filling in the questionnaire to enable the collection of the needed data for analysis.

Participation in this survey is voluntary and will be treated with utmost confidence.

Your cooperation will be highly appreciated.

Thank you.

Yours faithfully,

James Waribu

Student/Researcher

Appendix II: The Research Questionnaire

PART 1: BACKGROUND

1. What is the name of your County?

2. Kindly indicate your gender.

Male

Female

3. What is your age bracket?

4. Which is your highest level of education?

Diploma

Degree

Masters

PhD

Others

(Please specify)

5. Which is your department and position hold?

6. How long have you worked in this County?

PART 2: Determination of the Role of Envisioning on Execution of County Integrated Development Plans

SECTION A: This section deals with the Strategic leadership roles required for effective execution of County Development Plans (CIDPs). Kindly indicate to what extent you agree or disagree with the statements using the following scale:

1 = Strongly Agree (SA) 2 = Agree (A) 3 = Not Sure (NS) 4 = Disagree 5= Strongly Disagree (SD)

Strategic Direction and Communication:

		1	2	3	4	5
		SA	A	NS	D	SD
i.	I understand the County mission and vision clearly					
ii.	Strategic leadership is key in CIDPs execution					
iii.	The County strategic plans are implemented fully					
iv.	The CIDPs are aligned to second MTP & Vision 2030					
v.	I understand how my job contributes towards the vision and mission of my County					

vi.	Performance targets are aligned to County's development plans					
vii.	Communication to implementation teams is well structured					
viii	The County executive has played a role in motivating me to work towards set development plans					
ix	All staff have been trained and sensitized on CIDPs					

a) Have you ever found any difficulty in terms of accessing communication feedback from the top management of the County?

Yes () No ()

If Yes, to what extent did the difficulty compromise attainment of your performance goals? Very high () High () Moderate () Low () Very Low ()

b) What is the most preferred mode of communication between the management and staff? (Pick one)

Circulars ()

Notices and memos ()

Staff meeting ()

Management meetings ()

Intranets ()

Any other (Specify):

c) In your opinion, how else does envisioning influence the execution of CIDPs?

.....

.....

.....

SECTION B: The effect of Institutionalization on execution of County Integrated Development Plans by County Governments

Organization Structure and Organization Culture

		1	2	3	4	5
		SA	A	NS	D	SD
i.	The County has an effective organization structure in place that supports execution of County development plans					
ii.	I understand my roles and responsibilities as per the County structure					
iii	I understand the decision making process at the County					
iv	Communication in the County is clear and effective					
v	County mission is consciously embraced by all staff					
vi	Corporate rules and regulations are strictly followed					
vii	Capacity development Policy is in place and being implemented					

a) Who are in charge of execution of County development plans at your County?

All staff

Special Implementation Unit

External experts

Select management team

Any other (Specify):

b) How many employees report to you directly?

Less than 10

10 – 20

21 – 30

31 – 40

41 – 50

More than 50

c) Does your span of control compromise your operational effectiveness?

Yes

No ()

If Yes, kindly, state how:

.....
.....

d) In your opinion, how else does organizational structure and culture influence the execution of CIDPs?

.....
.....
.....

SECTION C: Role of Innovation in the execution of County Integrated Development Plans by County Governments in Kenya

		1	2	3	4	5
		SA	A	NS	D	SD
i.	New strategies on service delivery have been introduced					
ii.	There is much use of social media platform to engage stakeholders					

iii.	There is a strong engagement of collaborations with universities and other stakeholders for better service delivery					
iv.	Motivation schemes have been introduced for innovative staffs in service delivery					
v.	Outsourcing for some functions have been introduced					
vi.	ICT has been embraced to cut down current expenditures on salaries and increase development expenditures					
vii	A vibrant Research &Development team is in place					

a) In your opinion, how has the County embraced innovation in its CIDPs execution?

.....
.....

b) How can innovation be adopted in your county for efficient and effective execution of CIDPs?

.....
.....

SECTION D: Role of Monitoring & Evaluation in the execution of County Integrated

Development Plans by County Governments in Kenya:

		1	2	3	4	5
		SA	A	NS	D	SD
i.	Many county development plans have been successfully completed because of an effective monitoring and evaluation initiatives					
ii.	M&E Teams are in place and resources allocated for the task					
iii.	Functional Internal Audit department in place					
iv.	Development plans by counties have complied with the budget threshold of 30% as per PFM Act 2012					
v.	There is positive impact of CIDPs on the ground due to strict adherence of monitoring and evaluation activities					
vi.	There exists a significant customer satisfaction of delivery due to effective monitoring and evaluation initiatives					
vii.	Targeted projects have been successfully implemented within the projected time frame					

a) Does the Monitoring and Evaluation been anchored in the county strategic plan?

Yes ()

No ()

If No, what are the possible reasons for it being left out?

b) Is the Monitoring and Evaluation team independent from the executive?

Yes ()

No ()

If No, what are the likely effects of this to the implementation of CIDPs?

i.

...

ii.

SECTION E: Influence of Policy Framework on the role of strategic leadership in the execution of County Integrated Development Plans by County Governments in Kenya.

Policy Framework

		1	2	3	4	5
		SA	A	NS	D	SD
i.	There are strong cooperation and consultations between the county and national government on CIDPs execution					
ii.	There exists accountability by the county government on execution of CIDPs to other state agencies					
iii.	Public Participation input in CIDPs has been incorporated					
iv.	Inter-governmental relations has bearing on CIDPs realization					
v.	CIDPs are always aligned to PFM Act 2012					
vi.	Policy framework has enhanced CIDPs implementation					
vii.	PFM Act 2012 development threshold should be increased from 30% to a higher percentage to enhance more projects to be realized					

- a) What is your opinion on the role that the National Assembly, The Senate and the County Assemblies play in the realization of implementation of county integrated development plans.

Kindly express your opinion briefly

.....
.....
.....

- a) Do the above institutions enhance the implementation of county integrated development plans or do they limit it by virtual of their powers bestowed by the Constitution of Kenya 2010? Explain giving examples where possible.

.....
.....

Section F: Execution of County Integrated Development Plans (CIDPs)

		1	2	3	4	5
		SA	A	NS	D	SD
i.	County Development plans have been completed on schedule					
ii.	Cost of execution of County Developments plans have been within the budget					
iii.	The County has completed all the projects targeted within the 5 year period of CIDPs					
iv.	Achievement of CIDPs have been satisfactory					
v.	Majority of citizens are able to access services easily than before devolution					
vi.	Citizens are satisfied by the quality and impact of county development plans actualization					

a) In your opinion what are other indicators that show a successful execution of County development plans in your county?

- i.
- ii.
- iii.

b) Kindly mention other factors not captured in this document that in your opinion affect the execution of CIDPs.

i.

ii.

iii.

...

THANK YOU FOR YOUR COOPERATION

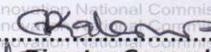
Appendix III: NACOSTI permit

THIS IS TO CERTIFY THAT: **Permit No : NACOSTI/P/17/96345/18219**
MR. JAMES NORBERT KAMAU WARIBU **Date Of Issue : 18th July,2017**
of JKUAT, 12243-100 Nairobi, has been **Fee Received :Ksh 2000**
permitted to conduct research in All
Counties

on the topic: ROLE OF STRATEGIC LEADERSHIP ON EXECUTION OF COUNTY INTEGRATED DEVELOPMENT PLANS BY COUNTY GOVERNMENTS IN KENYA

for the period ending:
18th July,2018


Applicant's Signature



Director General
National Commission for Science, Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
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REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation
RESEARCH CLEARANCE PERMIT
Serial No.A 14953
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Appendix IV: Factor analysis

Factor Analysis

Envisioning (Strategic direction & communication)	Factor loading
I understand the county mission and vision clearly	.727
Strategic leadership is key in CIDPs execution	.831
The county strategic plans are implemented fully	.721
The CIDPs are aligned to second MTP and vision 2030	.928
I understand how my job contributes towards the vision and mission of my county	.806
Performance target are aligned to county's development plans	.810
Communication to implementation teams is well structured	.586
The county executive has played a role in motivating me to work towards set development plans	.676
All staff have been trained and sensitized on CIDPs	.870
<hr/>	
Institutionalization (Organization structure & Organization culture)	Factor loading
Effectiveness of organization structure in place that supports execution of county development plans	.784
Understanding of the roles and responsibilities as per the county's structure	.671
I understand the decision making process at the county	.780
Communication in the county is clear and effective	.691
County mission is consciously embraced by all staff	.828
Corporate rules and regulations are strictly followed	.893
Capacity development Policy is in place and being implemented	.816

	Factor loading
Innovation	
New strategies on service delivery have been introduced	.564
There is much use of social media platform to engage stakeholders	.716
Strong engagement of collaboration with universities and other stakeholders for better service delivery	.785
Motivation schemes introduced for innovative staff in service delivery	.767
Outsourcing for some functions have been introduced	.427
ICT has been embraced to cut down current expenditures on salaries & increase development expenditure	.797
A vibrant research and development team is in place	.769
Monitoring and Evaluation	
Many County development plans have been successfully completed due to an effective Monitoring and Evaluation initiatives	.613
M&E teams are in place and the resources allocated for the task	.772
Functional internal audit department in place	.839
Development plans by counties have complied with the budgets threshold of 30% as per PFM Act 2012	.867
Positive impact of CIDPS on the ground due to strict adherence to M&E activities	.707
Existence of a significant customer satisfaction of delivery due to effective M&E initiatives	.664
Targeted projects have been successfully implemented within the projected time frames	.832

Policy framework	Factor loading
Strong cooperation and consultations between the county and national governments on CIDPs execution	.726
Accountability by the county governments on execution of CIDPs to other state agencies	.676
Public participation input in CIDPs has been incorporated	.794
Intergovernmental relations has bearing on CIDPs realization	.817
CIDPs are always aligned to PFM Act 2012	.637
Policy framework has enhanced CIDPS implementation	.537
PFM Act 2012 development threshold should be increased from 30% To enhance more projects realization	.877

Execution of CIDPs	Factor loading
County development plans have been completed on schedule	.750
Cost of execution of county development plans have been within the budget	.898
The county has completed all the project targeted within the 5 year period of CIDPs	.712
Achievement of CIDPs have been satisfactory	.727
Majority of citizens are able to access services easily than before devolution	.877
Citizens are satisfied by the quality and impact of county development plans actualization	.881

Appendix V: Study Objectives, Hypotheses and Analytical Models

Objective	Hypotheses	Analytical Model
To analyse the role of envisioning in execution of County Integrated Development Plans by County Governments in Kenya	HO ₁ : Envisioning has significantly no role in execution of County Integrated Development Plans by County Governments in Kenya	Multiple Linear regression Analysis Y=f (Envisioning) Y = $\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ Where Y = Execution of CIDPs; β_0, β_1 and β_2 are coefficients; X ₁ = Strategic direction, X ₂ = Communication
To analyse the effect of institutionalization of programmes in execution of County Integrated Development Plans by County Governments in Kenya	HO ₂ : Institutionalization of programmes significantly has no effect in execution of County Integrated Development Plans by County Governments in Kenya	Multiple Linear regression Analysis Y=f (Institutionalization) Y = $\beta_0 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$ Where Y = Execution of CIDPs; β_0, β_3 and β_4 are coefficients; X ₃ = Organizational structure, X ₄ = Organizational culture
To explore the role of innovation in execution of County Integrated Development Plans by County Governments in Kenya	HO ₃ : Innovation does not significantly have a role in execution of County Integrated Development Plans by County Governments in Kenya	Simple Linear regression Analysis Y=f (Innovation) Y = $\beta_0 + \beta_5 X_5 + \epsilon$ Where Y = Execution of CIDPs; $\beta_0 - \beta_5$ are coefficients; X ₅ = Innovation
To analyse the role of monitoring and evaluation in execution of County Integrated Development Plans by County Governments in Kenya	HO ₄ : Monitoring and Evaluation does not significantly have a role in execution of County Integrated Development Plans by County Governments in Kenya	Simple Linear regression Analysis Y=f (Monitoring and evaluation) Y = $\beta_0 + \beta_6 X_6 + \epsilon$ Where Y = Execution of CIDPs; $\beta_0 - \beta_6$ are coefficients; X ₆ = Monitoring and evaluation
To establish the moderating influence of policy framework in execution of County Integrated Development Plans by County Governments in Kenya	HO ₅ : Policy framework has no moderating influence in execution of County Integrated Development Plans by County Governments in Kenya	Moderated regression Analysis Y=f (policy framework) Y = $\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_i (X_i * Z) + \epsilon$ Where Y - Execution of CIDPs; β_i are coefficients of the independent variables X _i ; X ₁ - Envisioning; X ₂ - Institutionalization; X ₃ - Innovation; X ₄ - Monitoring and evaluation; X _i *Z - Interaction term between Strategic leadership elements and Policy framework combined