CONTRIBUTION OF STRATEGY ANALYSIS TO EFFECTIVENESS OF STRATEGY IMPLEMENTATION AMONG DEPARTMENTS OF COUNTY GOVERNMENTS: A STUDY OF KISUMU COUNTY GOVERNMENT

BY

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DECLARATION

I declare that this research project has not been presented anywhere for any award and that all sources of information have been acknowledged by means of references

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(MBA/BE/00072/2014)

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This research proposal has been submitted with my approval as the university supervisor

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DEDICATION

I dedicate this work to my daughters Nicole Brenda, Cindy Beth and Maya Ellah and my beloved wife Judith Okiro who kept on instilling in me words of hope, encouragement and hard work in academic pursuits. May the almighty God bless you all.

ABSTRACT

Globally, strategic management of organizations is important. This is driven by numerous and dynamic challenges organizations continue to experience in the environment in the form of increased competition, depletion of resources, heightened government involvement in the market and increased concerns on safety, standards and environmental conservation. In Kenya, many organizations have adopted strategic management approach in which they conduct strategy analysis and make a choice every time they are faced with a new strategy. County governments are not an exception in this yet they continue to face challenges including inefficient use of resources which strategic management is expected to have helped reduce. Studies in the past have attributed the challenges to delay of disbursement of funding from the national government. Studies have not focused on their strategic management approach, particularly strategy analysis that these county governments apply despite the implication as advanced in theory, this would have on effectiveness of strategy implementation and subsequent service delivery. This study sought to establish contribution of strategy analysis on effectiveness of strategy implementation among departments of Kisumu county government. Specifically, the study sought to establish extent of risk analysis, extent of resource deployment analysis and extent of non-financial factor appraisal in strategy analysis among departments of Kisumu County governments. It also sought to establish contribution these analyses have on effectiveness of strategy implementation. The study was guided by a theoretical framework where strategic choice theory and descriptive case study design are was adopted. The population comprised all the 84 senior administrative staff of the county government. Saturated sampling was used to pick all the respondents. Primary data was collected by use of questionnaires while secondary data obtained from relevant documents, such as records of the county government, reports and publications. The results showed that the mean response score for all the items under risk analysis was 3.136075, coded as moderate meaning that in a scale of 1-5, the extent of risk analysis was moderate. The mean response score for all items under resource deployment analysis was 3.2658 which is above 2.0 and is coded as moderate. Further mean response score for non-financial strategy appraisal was 3.54425 meaning that the extent of non-financial factor appraisal at the county government departments was moderate. Further, mean responses for all the measures under risk analysis, resource deployment analysis and non-financial factor appraisal statements stood at 3.3518 meaning that in a scale of 1-5, contribution of strategy analysis to effectiveness of strategy implementation was rated as moderate. The study concludes that strategy analysis greatly contributes to effectiveness in strategy implementation. The study will provide an opportunity for county governments in Kenya to assess their strategy activities.

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LIST OF ABBREVIATIONS AND ACRONYMS

ALPS: Action Aid's Accountability, Learning and Planning System

CRM: Customer Relationship Management

JIT: Just in Time

ROCE: Return on Capital Employed

CDO: County Development Officer

AAK: ActionAid Kenya

SCP: Strategic Competitive Positioning

OL: Organization Learning

ICT: Information Communication Technology

OPERATIONAL DEFINITION OF TERMS

Strategy Analysis–   Also strategic analysis. Strategy evaluation resulting in determining what the best strategy is for the period ahead.

Resource Deployment Analysis-   The total amount of resources that would be required to implement a particular strategy if chosen

Risk Analysis-   Analysis of uncertainties associated with a particular strategy

Portfolio Analysis-   Analysis of competing organization opportunities in order to establish which organization a strategy might serve best

Life Cycle Analysis-   Analysis of what stage in the life cycle of the organization is in.

Scenerio planning-   An evaluation of alternative future circumstances that the organization may find itself involved with

Levels of strategy-   The levels within an organization where strategies are developed and implemented

County Government of Kisumu   Also Kisumu County Government and refers to the devolved unit in Kenya headquartered in Kisumu and governing former Kisumu District and Its immediate environments.

Departments of Kisumu County Government   Also Kisumu County Government refers to functions running different sectoral areas within Kisumu County and as designated by Kisumu County Government

CHAPTER ONE
INTRODUCTION

This chapter presents the background to the study, statement of the problem, research objectives, hypotheses, justification for the study and the conceptual framework. It also highlights the context of the study which is county governments and the County Government of Kisumu

1.1Background of the Study

The process of analyzing alternative courses of action to identify one that a firm may use to advance towards its objectives is referred to as strategic analysis. Gavetti and Ocasio (2015). Djordjević and Drucker (2014) argue that in alternative strategies are often available for organizations to choose from. It is important to analyze every option to choose the best in the circumstances (Pearce and Robinson, 2009). Wheelen and Hunger(2015) contend that the organization must lay emphasis on alternative approaches that can be considered in evaluating the alternative strategies According to Lysons and Farrington(2012) analyzing strategy involves lifecycle analysis, scenario planning, return analysis, profitability analysis, risk analysis, resource deployment analysis, non-financial factor appraisal and portfolio planning and analysis.

Empirical evidence on the subject of strategic analysis is not clear. Studies have not been focused on the subject but rather general. Djordjević and Drucker (2014) did a study focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue. Emeka, Ejim and Amaka (2015) investigated the Effect of Strategy formulation on organizational performance. Özer and Tınaztepe (2012) examined leadership and firm performance. Further, Babatunde and Adebesi (2012) looked at Strategic Environmental Scanning and Organization performance. Ongonge (2013), Owolabi and Makinde (2012), Per and Klause (2013), Kanini (2012) and Onga'yo (2012) examined strategic planning and performance. Examined Strategic Planning and firm Performance. Van der Stede, Chow and Lin (2006) analyzed quality-based manufacturing strategy, different types of performance measures, and performance. Muchira (2013), Sorooshian et al. (2010), Njagi and Kombo (2014) did strategy implementation and performance. Maroa and Muturi (2015) studied strategic management practices and performance. Anichebe and Agu (2013) did look at strategy Formulation and Implementation. Kibachia, Iravo and Luvanda (2014) looked at challenges in strategic planning process. Muthini (2013) studied strategic alignment and organizational performance. Abok (2014) investigated factors affecting

implementation of strategic plans. Sev and Anghahar (2014) investigated factors that are responsible for organizational growth. Kairu (2013) examined strategic responses, strategic alliances and operational performance. Okwachi, Gakure and Ragui (2013) examined managerial practices and implementation of strategic plans. Uzel (2015) looked at strategic management drivers and performance. Kinyumu (2013) capacity planning and growth. Li, Guohui and Eppler (2008) reviewed the factors for strategy implementation. Opano (2013) examined strategic planning and implementation practices. Chege, Wachira and Mwenda (2015) analyzed leadership styles and implementation of strategic plans. Andrews, et al. (2009) examined strategy formulation, strategy content and organizational performance. Bassa (2015) investigated strategic planning and strategy implementation.

Empirical literature is robust though general around the subject of strategic analysis and choice. The studies have focused on strategic planning, strategy implementation, strategy formulation, strategic organization leadership, strategic management practices, environmental scanning and strategic management drivers. None of the studies focus on strategy analysis. Specifically, they do not focus on contribution of strategy analysis to effectiveness of strategy implementation. The studies have not explored extent of application of strategy analysis by organizations. For this reason, knowledge is lacking on extent of application of risk analysis, extent of application of resource deployment analysis approach and extent of application of non-financial factor appraisal approach in strategy analysis in organizations. It is also not clear what contribution strategy analysis has to strategy implementation. County Government of Kisumu as an organization could benefit from careful strategy analysis as argued by Wheelen and Hunger (2015). This aspect of organization management can help reduce the challenges the County Government of Kisumu is facing.

1.1.1 Devolution and County Governments

Ronald (2002) argues that devolution has been successful in other parts of the world, US, India, Nigeria, Sweden, UK and South Africa. There is varying devolution system in place for instance; US, Nigeria and India systems are for federal states. Counties will have to draw experiences from similar environments and factors that bring them closer and learn how they operates, benchmark their strengths and transfer that knowledge and experience to benefit the county. According to Burugu (2010), Los Angeles County comprises of 88 cities within the state of California. This country however could not entirely offer a learning experience to the Kenyan devolved system because it is a case of a successful country in a

developed world. This notwithstanding the historical, social – economic, administrative and legal development of this county that led to the utilization of natural and human resources focused strategic planning, resources mobilization and the Kenyan counties should emulate financial planning and management. This kind of system did not work out as it was replaced by a unitary system of government through constitution amendments. (Mitullah, and Owiti, 2007). According to a report published by Transparency International in 2014, county governments in Kenya continue to engage in mismanagement of resources leading to inefficiencies. This has led to poor service delivery. The report cites corruption at this level of government but does not in any way delve into the management practices of these governments (Mule, 2014, November, 20th)

The County Government of Kisumu in Kenya has six sub-counties namely: Kisumu East, Kisumu West, Kisumu North, Nyando, Nyakach and Muhoroni. These sub-counties are further sub-divided into 11 divisions, 57 locations, and 168 sub-locations. The County Government of Kisumu thechallenge of lack of investment in large firms leading to high unemployment levels, runaway security and high levels of poverty according to County Fiscal Strategy Paper 2015/2016 (Kisumu County Government, 2015). This challenge can be addressed using effective strategic management, particularly careful strategy analysis yet this and its contribution to effectiveness of strategy implementation in Kisumu County Government is unknown.

1.2 Statement of the Problem

The County Government of Kisumu the challenge of managing lack of investment in large firms leading to high unemployment levels, runaway security and high levels of poverty according to County Fiscal Strategy Paper 2015/2016. It is also involved in inefficient use of resources as has been reported published by Transparency International in 2014. This challenge can be addressed using effective strategic management, particularly careful strategy analysis yet the approaches that the county government of Kisumu uses in strategy analysis is not known. Previous studies have not focused on strategy analysis either. The studies have not explored extent of application of strategy analysis by organizations. For this reason, knowledge is lacking on extent of application of risk analysis extent of resource deployment analysis, extent of non-financial factor appraisal in strategy analysis in departments of County Government of Kisumu. Further, it is not known the contribution these have on effectiveness of strategy implementation.

1.3 Objectives of the study

Overall objective of this study was to establish contribution of strategy analysis on effectiveness of strategy implementation among departments County Government of Kisumu

Specifically the study seeks to:

1. Establish extent of risk analysis in strategy analysis in the departments of County Government of Kisumu
2. Establish extent of resource deployment analysis in strategy analysis in the departments of County Government of Kisumu
3. Establish extent of non-financial factor appraisal in strategy analysis in the departments of County Government of Kisumu
4. Determine contribution of strategy analysis to effectiveness of strategy implementation in the departments of County Government of Kisumu

1.4 Research Questions

1 What is the extent of risk analysis in strategy analysis in the in the departments of County Government of Kisumu?

1 What is the extent of resource deployment analysis in strategy analysis in the departments of County Government of Kisumu?
2 What is the extent of non-financial factor appraisal in strategy analysis in the departments of County Government of Kisumu?
3 What is the contribution of strategy analysis to effectiveness of strategy implementation in the departments of County Government of Kisumu?

1.5 Scope of the Study

The study was carried out Kisumu county government in Kenya. For purposes of the study, Kisumu county government covered the headquarters and the sub county offices. This area was chosen because it was reported that it faces the greatest challenges with county resource management and associated low level investment in the country. The study was concerned with the objectives specified above within the period the county governments have been in place up to today.

1.6 Significance of the study

This study will provide an opportunity for county governments in Kenya to assess their strategy activities. It is expected that the findings of the study will be beneficial to policy

makers within and outside the decisions and actions of strategic management of these county governments. The county governments concerned may base their argument for or against strategy analysis based on these findings. The national government is also likely to benefit from the outcome of the study as it may inform it on the direction of regulation and policy for the county governments. Researchers may also benefit from the study by drawing from knowledge provided by the study and using the study as a foundation for additional research.

1.7 Conceptual Framework

Independent variable

Intervening variables

Dependent variable

Internal Factors
- Management Orientation
- Resistance to change

Strategy Analysis and Choice Approaches

- Risk Analysis Approach

- Resource Deployment Analysis Approach

- Non-financial factor appraisal

Strategy Implementation Effectiveness

- Achievement of goals
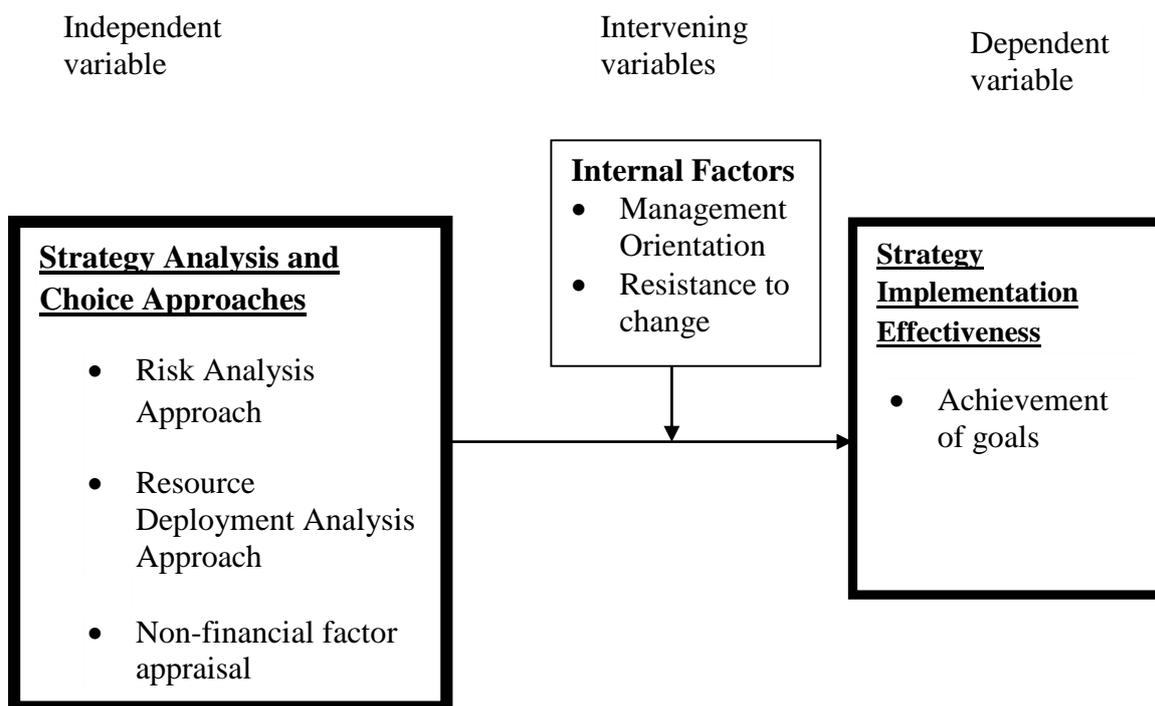
Figure 1.1: Expected Relationship between Strategy analysis and choice approaches and Strategy implementation effectiveness
Source: Adapted from Porter and Kramer (2006)

In the conceptual framework above, strategy analysis and choice approaches which indicated by risk analysis, resource deployment analysis, scenario planning, life cycle analysis, portfolio analysis, return analysis and non -financial factor appraisal is expected to have a relationship with strategy implementation effectiveness. This in turn influences service delivery at the county government level which is indicated by effectiveness in services and efficiency in services. It is also observed that the relationship may be influenced by internal environment variables such as management orientation and resistance to change.

CHAPTER TWO

LITERATURE REVIEW

This chapter focuses on the theoretical foundations on which the study is built and also explores comparative empirical literature which helps to explain the gap which the study seeks to address after discussing concept of strategy analysis and choice.

2.1 Theoretical Literature

2.1.1 Theory of the Study

The study is anchored on Strategic Choice Theory. Strategic Choice Theory describes the role that leaders or leading groups play in influencing an organization through making choices. This theory is built on a notion of interaction in which organizations adapt to their environment in a self-regulating, negative-feedback manner so as to achieve their goals. The dynamics, or pattern of movement over time, are those of movement to states of stable equilibrium. Prediction is not seen as problematic. The analysis is primarily at the macro level of the organization in which cause and effect are related to each other in a linear manner. This theory anchors and explains the study since the study focusing on strategy analysis and underlying reason which is choice of right strategy.

2.1.2 Concept of Strategy Analysis

Strategy analysis seeks to determine best option from alternative courses of action that could enable the firm to achieve its mission and objectives (Djordjević and Drucker, 2014).In a given situation, there are normally several alternative strategies that are available. The aim is to evaluate several strategic options - including a 'do nothing' or 'do the minimum' option, which, where appropriate, may be included, even if it is unacceptable in operational terms (Pearce and Robinson, 2009). There are four principles that can be applied to strategic evaluation (Porter and Kramer, 2006). These are *consistency* - the strategy must not present mutually inconsistent policies; *consonance* - the strategy must represent an adaptive response to the external environment and the critical changes occurring within it; *advantage* - the strategy must provide for the creation, arid/or maintenance of a competitive advantage in the selected area of authority; *feasibility* - the strategy must neither overtax available resources nor create insoluble problems. An alternative set of criteria is that a given strategy should first, meet the requirements of a given situation, second, provide sustainable competitive advantage and, third, improve company performance (Lysons and Farrington, 2012).
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There are several analyses that can be conducted on alternative strategies. They include portfolio planning and analysis, lifecycle analysis, return analysis, profitability analysis, scenario planning, resource deployment analyses which are most consistent with non-profit making public entity operations.

2.1.2.1 Risk Analysis

Spender (2014) contends that from a strategic perspective, a risk is something that may have an impact on the achievement of objectives. According to Gavetti and Ocasio (2015), risks can be accessed from three standpoints. First is the likelihood of the risk being realized. A realized risk is known as an issue and, as such, must be dealt with. Second is the impact of risk. For example the breakdown of a Just in Time (JIT) contract may have quantitative and qualitative consequences. According to Coulter (2010), quantitative consequences include the costs of a breakdown in production, obtaining substitute supplies and, possibly, funding a new supplier. *Qualitatively,* the reputation of the purchasing activity for example may be adversely affected by sourcing from an unreliable supplier. Last is *the costs and benefits of taking steps to reduce either the risk or its impact* should the risk become an issue. Risks from a strategic viewpoint do not always have a negative connotation. Risks present opportunities to be embraced, such as global sourcing, as well as dangers to be avoided(Johnson and Scholes, 2008).According to Ketchen and Short (2016), some approaches to the reduction and control of strategic risks include d*ecision support modelling and information systems which are* software programs use information from both internal and external sources to support decision making; p*robability analysis which* determines the probability of a risk occurring on a scale of 0 to 1; s*ensitivity analysis which* is used to determine how 'sensitive' a strategy is to changes in the assumptions on which it is based; h*edging which* is a method of minimizing investment risk, particularly in the contexts of investment management and commodity dealing and; s*atisficing which is an* argument that managers do not attempt to discover every alternative instead they choose acceptable solutions based on the information available to them rather than trying to make the optimum decision.

2.1.2.2 Resource Deployment Analysis

According to Johnson, Scholes, and Whittington (2009), resource deployment analysis is the assessment of the likely effect on key resources of adopting a particular strategy. Thus, a decision whether or not to adopt an outsourcing strategy with regard to a support service will-be preceded by an analysis of the effects on tangible and intangible resources,

including-finance, human resources, competitive advantage and growth (Wheelan and Hunger, (2006).

2.1.2.3 Non-Financial Factor Appraisal

When making strategic decisions, it is important to consider non-financial aspects (Johnson, and Scholes, 2008). These are; enhancement (or otherwise) of the organizational image, effects on suppliers, customers, competitors and the general public, environmental and ethical factors, the likelihood of change, development, obsolescence, staff and union reaction to the strategy and ethical implications of the proposed strategy(Wilson &Eilertsen, 2010).

2.1.3 The Concept of Strategy Implementation

Strategy implementation refers to translation of strategy into action. It is the sum total of all activities the firm engages in order to realize a strategy (Ketchen and Short, 2016). It consists of resource mobilization and deployment, allocation of roles and responsibilities, restructuring and staffing the organization, developing policies to guide implementation and monitoring and evaluation of strategy and strategy implementation control (Lysons and Farrington, 2012). These activities initiate and maintain action at various levels in the organization and follow what is prescribed in strategic plan.

2.2 Empirical Literature

A number of studies have been carried out around the subject of strategy analysis and choice. Researches have focused on strategic planning and strategy formulation. For example, Emeka, Ejim and Amaka (2015) investigated the Effect of Strategy formulation on organizational performance. They focused on Innoson Manufacturing Company Ltd Emene, Enugu using survey research. A total sample size of 100 was obtained from a total population of 185 workers using the Freund and Williams's formula. The study revealed that a well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization and secondly, that behavioral and systematic resistance to strategic changes render formulation ineffective.

Özer and Tınaztepe (2012) examined how leaders have the greatest positive impact on firm performance. The study aimed at interrogating strategic leadership in terms of different leadership styles and test their effect on performance. The study focused on an export company in Turkey. The sample is consisted of white-collared members who are working in managerial and non-managerial job positions in different offices of the company. A total

of 215 complete responses were used for analyses. In terms of hypothesis testing, the first hypothesis of the study was partially supported as only relationship-oriented and transformational leadership styles are significantly related to firm performance. As to the second hypothesis, compared to other leadership styles transformational leadership has a stronger effect on firm performance. When the means of leadership styles are considered, it is clear that in three countries most common leadership style is relationship-oriented.

Babatunde and Adebesi (2012) worked on the impacts of Strategic Environmental Scanning on Organization performance in a competitive business environment by studying Nestle Nigeria Plc. and Cadbury Nigeria Plc. The opinions of the selected respondents were sought by the use of structured questionnaire; the collected data were analyzed and interpreted with regression and coefficient of correlation method of analysis. Findings were that there is significant relationship between strategic environmental scanning and organization performance and that external environmental forces have positive impact on organization performance.

Owolabi and Makinde (2012) examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. It further probed into how this has impacted on the management efficiency and effectiveness as strategic planning is essential in corporate organizations. Primary and secondary data were used for the study. The study made use of questionnaire to elicit information from employees of Babcock University. Data collected were analyzed using descriptive and inferential statistics. The hypotheses were tested using the using the Pearson's Product Moment Correlation Coefficient to establish the significance of relationship between the various variables used in measuring performance. The results of the hypotheses revealed that there is a significant positive correlation between strategic planning and corporate performance.

Maroa and Muturi (2015) studied the influence of strategic management practices on the performance of Floriculture Firms in Kenya. The focus was carried out in Kiambu County in central Kenya. A descriptive survey design was used with a target population of 21 floricultural firms out of which 10 firms were selected by simple random sampling, and 5 respondents from each of the 10 firms purposively chosen. Structured questionnaires were used to collect primary data. Chi- Square (X2) test was used to test the four hypotheses to establish significance of association. The findings established that majority of the firms had a strategic plan ,implemented their strategic plans as planned, conduct strategy evaluation and control on their strategic management practices. Further, that strategy

formulation, implementation, evaluation and control had significant influence on the performance of flower firms to a moderate extent.

Anichebe and Agu (2013) studied of the effects of strategy Formulation and Implementation in Business Organizations in Enugu State. The focus was Anammco, Emene. Enugu. The study was carried out to assess the extent of application and workability of formulated strategies in the organization. Descriptive research method, specially survey and case study were employed in carrying out the study. The organization had a population of 185 workers, comprising of Management, Senior and junior staff. A sample size of 106 was derived using the Freund and Williams's formula for sample size determination from a finite population. Based on the analyses, it was discovered that the organization loses sales as a result of change in consumption pattern of their customers. Secondly, that a well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization and thirdly, that behavioral and systemic resistance to strategic changes render strategy formulation ineffective in the organization.

Per and Klause (2013) investigated the relationship between Strategic Planning and Company Performances in Chinese companies. The study found that better planning had a positive effect on a number of key business performance measures. We found that there was indeed a distinction between the different strategies selected and Company Performance. The strategy type named Reactors performed systematically less well than companies who choose one of the other strategies. Moreover the study found that there were differences between different planning activities and Company Performance and that activities related to Competitive Intelligence were on the average more important for Company Performance than other Planning activities.

Njagi and Kombo (2014) did a study to determine the effect of strategy implementation on performance of commercial banks in Kenya. The specific objectives of the study were to determine the effect of operationalization of strategy on performance of the banks and to determine the effect of institutionalization of strategy on performance of the banks. To achieve these objectives, the study adopted correlational research design. The target population was the forty three commercial banks in Kenya. Given the small number of commercial banks, a census study was conducted. The data gathered was analyzed using descriptive statistics such as percentages to summarize the data. Pearson's correlation coefficient was used to determine the nature and strength of the relationship between strategy implementation and organizational performance. To determine the effect of

strategy implementation on organizational performance, a multiple regression model was developed. The results reveal that there is a moderately strong relationship between strategy implementation and organizational performance. The researcher therefore recommends that for institutions to thrive and compete they must implement strategies effectively.

Andalya (2013) investigated the impact of strategic planning on organizational performance. The study was conducted at Equator flower farm, Eldoret branch. The objectives of the study was to; to assess the level of organizational policies and action influence on organizational performance at Equator Flowers, Eldoret, to identify the appropriate planning that can be used at Equator Flowers, Eldoret, to determine employees' attitude and participation regarding organizational performance at Equator Flowers, Eldoret and to determine how innovation and learning influence organizational performance. The study adopted a case study research design. For the purpose of this study, the study targeted the management, departmental heads and employees within the flower organization. The study targeted 2 senior management, 5 departmental heads and 98 employees. A sample size of 31 respondents was selected to participate in the study. Descriptive statistics that was used to analyze data was frequencies tables, percentages, and charts. Another method that was used was regression and correlation analysis. The study revealed that strategic planning is important in the accomplishment of organizational objectives.

Kibachia, Iravo and Luvanda (2014) sought to determine the challenges faced by the Kenya Bureau of Standard in its efforts to implement its strategic plans. Specifically, the study tried to find out how organization structure, leadership style, top management, staff involvement and organizational change affect implementation of strategic plans in the Organization. It also tried to identify the role of funds in strategic plan implementation. . It adopted a stratified random sampling technique to get a sample of 27 respondents being 15% of the 178 members of staff who form Organization's entire staff compliment. Quantitative data was analyzed by use of means of percentages, standard deviations and frequency distributions. From the findings strategic planning process has been faced with various risk factors including inadequacy of funds and less involvement of staff in the whole process of strategic planning. The researcher would recommend that the Kenya Bureau of Standard should address the factors that affect strategic planning process because the strategic plan is the key route to improved business performance and has an important role in every organizational setting.

Muthini (2013) purposed to establish the effect of strategic alignment on organizational performance at Kenya Revenue Authority. The research design was a case study aimed at establishing the effect of strategic alignment on performance at Kenya Revenue Authority. The target population consisted of respondents deemed to be knowledgeable of the effect of strategic alignment on organizational performance. Data collection was based on both primary and secondary sources. An interview guide was used to collect data from the respondents. Content analysis was used to analyze the qualitative primary data which had been collected by conducting interviews. Secondary data was collected from organizational records. The findings of the study were that KRA has developed strategies that are designed to enhance performance through the four perspectives of the Balanced Score Card. Policy implication for strategic alignment is that the level of strategic alignment and organizational performance are closely related.

Abok (2014) sought to investigate the factors affecting the implementation of strategic plans. This study departed from the previous studies looking into relationships and endeavored to establish the factors affecting effective implementation of strategic plans in Non-Governmental Organizations in Kenya. To achieve the main objective, a descriptive survey of 258 NGOs was conducted from a population frame of 2588 NGOs operating in Nairobi District under the Youth, Relief, Micro-Finance, Welfare and Health sectors. Statistical inferences using 2-way ANOVA indicated that a high reliability was achieved by the data collection instrument with Cronbach's alpha coefficients ranging from 0.801 to 0.875.Management styles, organization culture, stakeholders and organization resources had a great significance on strategic plans implementation while communication had some significance but not as strong as the other variables.

Kairu (2013) established the effect of strategic responses such as ICT development, staff training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority. The research design used for this study was descriptive survey design. The population of this study was top management, middle management and supervisory employees of Kenya Revenue Authority and who have been with the institution for a minimum period of one year. Data was collected by use questionnaires. The questionnaire consisted of structured closed ended statements. Data was analyzed mainly by use of descriptive and inferential statistics. Descriptive statistics included mode, mean, median, standard deviation. Inferential statistical techniques like correlation and regression coefficients were used to draw a causal relationship between the various strategic responses and performance. Data was presented by use of graphs, pie charts and tables. Correlation results indicated that ICT, staff training, customer

relationship management and strategic partnership practices in KRA positively affects performance. Further regression results indicated that customer relationship management and strategic alliance were significant with positive correlations.

Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study endeavored to establish the influence of managerial practices on implementation. To achieve the main objective, a survey of 96 SMEs was conducted from a population frame of 810 SMEs registered by the Nairobi City Council. Both quantitative and qualitative data were collected. A questionnaire containing both open-ended and closed questions was used for data collection. The response rate of 91.67% was achieved. Data collected was analyzed using the Statistical Package for Social Sciences (SPSS) software. The study results indicate that managerial practices affect implementation of strategic plans in Kenyan SMEs.

Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. Four (4) companies from Dangote conglomerate quoted on the Nigerian Stock Exchange market namely; Dangote Cement Plc., Dangote Flour Plc., Dangote Sugar Refinery Company Plc. and National Salt Company of Nigeria Plc. were surveyed with a population size of 5060. The sample size survey was 371. 209 respondents from Dangote Cement Company Plc., 75 respondents from Dangote Flour Mill Plc., 48 respondents from Dangote Sugar Refinery Company Plc. and 39 respondents from National Salt Company Plc. using judgmental and convenience sampling technique. The Quasi-experimental survey technique especially the cross-sectional design method was adopted. The Friedman Ranking test was carried out in testing the formulated hypothesis. The test of the result revealed that there is a relationship between organizational factors such as market share growth, sales volume growth (turnover), profitability growth, effective strategy application, competitive advantage and share capital size and organizational growth in the Dangote Cement Company Plc. and Dangote Flour Mills Plc. with a 0.425 and 0.360 strength of association respectively and the hypothesis was rejected while for Dangote Sugar Refinery Company Plc. and National Salt Company of Nigeria Plc., that was not the case and the hypothesis was accepted that organizational factors such as market share, sales volume (turnover), profitability growth, effective strategy application, competitive advantage and share capital growth does not influence organizational growth hence their hypothesis were accepted at 0.023 and 0.003 respectively.

Djordjević and Drucker (2014) focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue. It introduces concepts that can help strategists generate feasible alternatives, evaluate those alternatives, and choose a specific course of action. Behavioral aspects of strategy formulation are described, including politics, culture, ethics, and social responsibility considerations. Modern tools for formulating strategies were described, and appropriate role of a board of directors is discussed. Special attention was paid to the process of generating and selecting strategies including a comprehensive strategy-formulation framework, as well as the cultural aspect and the politics of strategy choice.

Uzel (2015) examined the effect of strategic management drivers on the performance of hotels in Kenyan coast. The general objective of the study was to establish the influence of strategic management drivers on the performance of hotels in Kenyan Coast. The strategic management drivers selected for the study and which formed the specific objectives of the study were to determine the effect of customer relationship management, strategic planning, strategic competitive positioning, Information Communication Technology and organizational learning on the performance of the hotel industry in Kenya's Coast. The study adopted a quantitative research with the specific research design being a cross sectional survey design. The population of the study was the classified hotels in Kenya's Coast. The sampling frame was 180 hotels arising from the Hotels Classification List out of which a sample size of 123 hotels were extensively surveyed to ascertain the influence of strategic management drivers on their performance. Descriptive statistics and Pearson's correlation, ANOVA and multiple regression analysis were used for further analysis. The key findings were that strategic management drivers individually had a positive influence on the performance of hotels in Kenyan coast. The overall results indicated that there was a significant linear relationship between CRM strategy and hotel performance and a moderately significant linear relationship between strategic planning (SP) and strategic competitive positioning (SCP) and hotel performance. There was also a significant positive relationship between Information communication technology (ICT) and hotel performance. There was a significant positive relationship between organizational learning (OL) and hotel performance.

Kanini (2012) aimed to investigate on strategic planning practices and performance of state corporations in Kenya; where the findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on strategic planning practices adopted to enable them remain competitive. The research design that was used in this study was descriptive cross sectional survey method, aimed at establishing the strategic

planning practices and performance of State Corporation in Kenya. The target population of this study consisted of all the 125 state corporations. The study used stratified random sampling technique to select a sample of 50 corporations from a population of 125 State Corporation in Kenya. The study concluded that, majority of State Corporation, was actively involved in strategic planning and had a documented vision and mission statements. The study established that state corporations adopted a number of strategic planning practices that had a positive relationship with the performance of corporations; hence the implication of this study is that Strategic planning practices enhances better organizational performance, which in the long run has impact on its service delivery and survival.

Mutua (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in Kisumu County, to determine how Logistics and inventory control impact on the growth of SME's in Kisumu County, to ascertain the impact operational structure and production in the growth of SME's in Kisumu County and to establish the role of information communication and technology in the growth of SME's in Kisumu County. This research adopted a descriptive survey design where the population of interest in the County SME was visited and data collected through questionnaire, interview and conversation analysis. The target population for this study was 7000 SME's from all the licensed businesses within Kisumu County (Data from single business permit licenses Kisumu county council 2012). Stratified Random Sampling procedure was used for this research as it enabled the population of interest if not homogeneous to be subdivided into groups or strata so as to obtain a representative sample. It also gave each SME in the population an equal chance of being selected. The researcher used a questionnaire as the primary data collection instrument. Majority of the respondents argued that all the above factors were almost equally very important to the growth of the business as they all greatly influenced the efficiency and effectiveness of the product/production/ service offering of the business.

Onga'yo (2012) sought to establish the employee's perception on the influence of strategic planning on organizational performance in the Ministry of Foreign Affairs. The study used both primary and secondary data. Primary data was collected through a structured questionnaire from a sample of 84 respondents. Collected data was analyzed using descriptive statistics including means, cross-tabulation, frequencies and percentages to allow for comparison. The study established that the Ministry of Foreign affairs had a Mission and Vision with set objectives that clearly defined responsibilities for strategic planning. It was noted that the Ministry monitored and evaluated implementation and achievement of set objectives by ensuring that they were formulated at all levels in the

organization. The Ministry had been continuously improving its service delivery, to ensure quality services to its customers. Additionally, the study found that the Ministry had been delivering on its mandate effectively due to highly trained staff and was determined to attain what is expected of them. Strategic planning ensured quality and timely delivery of service and that strategic planning improved employee commitment and motivation.

Opano (2013) sought to ascertain strategic planning and implementation practices at the Kisii county government in Kenya. The researcher collected qualitative data from the County secretary, Deputy Speaker, County Development Officer (CDO) and county executives. The total number of targeted respondents was 10 and the researcher managed to interview 7 of the respondents. The study was a case study of Kisii County in Kenya. The data was collected through face to face interviews with the respondents. It was revealed that Kisii County has a number of challenges that can be solved through proper strategic planning. The County has a well stated vision and mission that focus on the country's vision 2030. Stakeholders such as the electorate, the county executive, professional and civic leaders are involved in the strategic planning and implementation process. It is also clear that financial and human resources are the main resources that are required in the implementation of the strategic plan. The main challenge in strategic planning and implementation is financial constraints. The study reveals that the county has made significant steps towards the strategic planning process. Among the notable strategic planning activities that the county government has done is to conduct citizen surveys. The findings indicated that policy roundtable discussions were also conducted in order to discuss various issues that needed to be addressed in the strategic plan for the county. The study further revealed that the county strategic plan was also given to civic leaders as well as professionals and academic and community leaders for scrutiny and review.

Ongonge (2013) sought determine how strategic planning has assisted ActionAid Kenya (AAK) to improve in performance of its programmes. This study was conducted as a case study of ActionAid Kenya. Primary data sources were used in this study where data was obtained through interactive interviews with 12 management staff and 5 partner organizations. The nature of data collected was qualitative and was therefore analyzed using content analysis technique. Action Aid has adopted multiple strategy planning approaches and a number of tools to enhance organization performance. Taking Stock and resource allocation framework are fundamental processes to aligning strategy to implementation in Action Aid. Action Aid's organization performance evaluates impact against the Strategy Papers. Action Aid's Accountability, Learning and Planning System (ALPS) is widely recognized as an important innovations in "downward accountability, "enabling partners, funding and program participants to engage and assess its programme

impact. The empirical findings and analysis conducted in Action Aid Kenya shows that strategic planning directly contributes to organizational performance. The study concludes that strategy planning and organization performance in Action Aid Kenya involves drawing from national context and global plans and priorities to shape and ensure strategy alignment and relevance

Kinyumu (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in Kisumu County, to determine how Logistics and inventory control impact on the growth of SME's in Kisumu County, to ascertain the impact operational structure and production in the growth of SME's in Kisumu County and to establish the role of information communication and technology in the growth of SME's in Kisumu County. This research adopted a descriptive survey design where the population of interest in the County SME was visited and data collected through questionnaire, interview and conversation analysis. The target population for this study was 7000 SME's from all the licensed businesses within Kisumu County (Data from single business permit licenses Kisumu county council 2012). Stratified Random Sampling procedure was used. Majority of the respondents argued that all the above factors were almost equally very important to the growth of the business as they all greatly influenced the efficiency and effectiveness of the product/production/ service offering of the business.

Muchira (2013) assessed the relationship between strategy implementation and performance in commercial banks in Kenya. The study was a cross-sectional survey as it sought to describe data and characteristics about the population or phenomenon being studied. The target population for this study involved all the commercial banks operating in Kenya. Both primary and secondary data was collected for the purpose of this study and analyzed using descriptive statistics. From the study findings it was clear that strategy implementation influences organization performance where organization use various measures such as organization use projected performance of competitors, organization goals, Past performance of the business and projected performance of organization in other industries to access their performance. On financial performance the study established that implementation influence organization financial performance positively.

Chege, Wachira and Mwenda (2015) sought to analyze the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs). Specifically the study: analyzed the effect of autocratic leadership style, assessed the effect of democratic leadership style and evaluated the effect of laissez faire leadership style on implementation of strategic plans in SMEs. Descriptive research design was used. The

study population consisted of 4531 SMEs registered by Ministry of Industrialization and Enterprise development. A sample of 354 SMEs was selected using stratified random sampling. A questionnaire composed of open and closed ended questions was used to collect primary data. In addition, a multivariate regression model was generated to assist in determination of the relative importance of each of the three variables to implementation of strategic plans. The regression showed that autocratic leadership had the highest effect of implementation of strategic plans with a coefficient of 0.488, followed by democratic leadership with a coefficient of 0.384 and laissez faire with a coefficient 0.269. Bassa (2015) purposed to investigate the practice of strategic planning and strategy implementation in public universities of Ethiopia. Data were collected through questionnaires from staff members (from both academic and administrative) and students; and through interviews from the management team members (Vice Presidents and Directors) of three selected public universities. The results of this study showed that in the sampled public universities: stakeholders 'participation in the process of strategic planning was found to be low; less emphasis was given to critically assessing their ever changing external environment while planning; the practice of clearly communicating their preferred strategies and activities to both academic and administrative staff was found to be minimal and ineffective; there was also lack of adequate monitoring, follow up and feedback systems; moreover, major decisions were made without aligning them with the university's preferred areas of priority and major objectives as stipulated in the strategic plan document.

Kohzadi and Hafezi (2016) developed a conceptual model of the strategic planning process for small industrial organizations were developed and by surveying 102 managers. The applicability of the model was evaluated. This study was conducted among small industrial companies located in the industrial area of Gachsaran. Top managers of the companies that were actively involved in the formulation of strategic planning of organization formed the study population. Since this study sought to measure the effect of strategic planning on the performance of the organization as well as to evaluate the concept model, in order to analyze the data structural equation model and SPSS and Lisrel software were used. One of the most interesting findings of the study was that unlike previous studies, no significant linear correlation was found between the intensity of strategic planning environmental change. The findings show that 70 percent of organizations surveyed have concrete plans and no significant relationship was found between the intensity of strategic planning and the number of staff.

Mpoke and Njeru (2015) sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy

controls and impact of strategy implementation on organizational performance of selected government research institutions. The study established that all the six government research institutions studied embraced strategic management processes to a very great extent. Furthermore, management practices indicate that these institutions draw their activities from carefully formulated strategic plans developed to run for periods of five (5) years. The study also established that the control of strategy is key to achievement of set objectives through a system of tracking, monitoring and evaluating the effectiveness of the strategies that have been implemented. Such control allows for improvements of processes during implementation stage, and therefore greater chances of achieving desired goals. This study demonstrated that strategic management processes as measured through the three predictors of strategy formulation, strategy control and strategy implementation have a positive influence on organizational performance by a factor of about 42%, suggesting that there exist other key critical predictors or factors that influence organizational performance. Further studies to delineate such factors are recommended.

From the literature presented, it can be observed that they focused on different areas and contexts. Whereas Emeka, Ejim and Amaka (2015) investigated the Effect of Strategy formulation on organizational performance and focused on Innoson Manufacturing Company Ltd Emene, Enugu using survey research, Özer and Tınaztepe (2012) examined how leaders have the greatest positive impact on firm performance interrogating strategic leadership in terms of different leadership styles and test their effect on performance. On the other hand, Babatunde and Adebesi (2012) worked on the impacts of Strategic Environmental Scanning on Organization performance in a competitive business environment by studying Nestle Nigeria Plc. and Cadbury Nigeria Plc. Owolabi and Makinde (2012examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. These works are similar to those by Per and Klause (2013) who also investigated the relationship between Strategic Planning and Company Performances in Chinese companies. The work of Andalya (2013) was also similar. He investigated the impact of strategic planning on organizational performance focusing on Equator flower farm, Eldoret branch.

Njagi and Kombo (2014) also did a similar study by determining the effect of strategy implementation on performance of commercial banks in Kenya. Close to this was the work of Maroa and Muturi (2015) who studied the influence of strategic management practices on the performance of Floriculture Firms in Kiambu County, Kenya, the work of Kanini (2012) who investigated strategic planning practices and performance of state corporations

in Kenya and that of Anichebe and Agu (2013) who studied of the effects of strategy Formulation and Implementation in Business Organizations in Enugu State focusing on Anammco, Emene. Kibachia, Iravo and Luvanda (2014) looked at the common challenge faced by all organizations, whether private or public and how to successfully manage strategic planning process for attainment of organizational objectives. On the other hand, Muthini (2013) purposed to establish the effect of strategic alignment on organizational performance at Kenya Revenue Authority while Abok (2014) sought to investigate the factors affecting the implementation of strategic plans and Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. Kairu (2013) added a lone voice. He established the effect of strategic responses such as ICT development, staff training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority while Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. Whereas Djordjević and Drucker (2014) focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue, Uzel (2015) examined the effect of strategic management drivers on the performance of hotels in Kenyan coast and Kinyumu (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in Kisumu County.

Onga'yo (2012) sought to establish the employee's perception on the influence of strategic planning on a public entity's performance. In the same line, Ongonge (2013) sought determine how strategic planning has assisted ActionAid Kenya (AAK) to improve in performance of its programmes. This is not far from effort by Opano (2013) who sought to ascertain strategic planning and implementation practices at the Kisii county government in Kenya and effort by Muchira (2013) who assessed the relationship between strategy implementation and performance in commercial banks in Kenya. While Chege, Wachira and Mwenda (2015) sought to analyze the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs), Andrews, et al. (2009) tested the independent effects of strategy formulation and strategy content on organizational performance. This is close to the work of Bassa (2015) who investigated the practice of strategic planning and strategy implementation in public universities of Ethiopia. Kohzadi and Hafezi (2016) developed a conceptual model of the strategic planning process for small industrial organizations were developed and by surveying 102 managers. He sought effect of strategic planning process on performance. Mpoke and Njeru (2015) were broader. They sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy controls and impact of strategy

implementation on organizational performance of selected government research institutions.

The literature as summarized above gives the impression that many studies have been carried out on the subject of strategic planning, strategy implementation, strategy formulation, strategic organization leadership , strategic management practices, environmental scanning and strategic management drivers. None of the studies focus on strategy analysis. Specifically, they do not touch on contribution of strategy analysis on effectiveness of strategy implementation in organizations, county governments included. Consequently, knowledge is lacking on extent of risk analysis in strategy analysis in the County Government of Kisumu, extent of resource deployment analysis in strategy analysis in the County Government of Kisumu and extent of non-financial factor appraisal in strategy analysis in the County Government of Kisumu. Further it is also not clear what the contribution of strategy analysis has on the effectiveness of strategy implementation in the County Government of Kisumu. It also agrees with Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study endeavored to establish the influence of managerial practices on implementation. To achieve the main objective, a survey of 96 SMEs was conducted from a population frame of 810 SMEs registered by the Nairobi City Council. Both quantitative and qualitative data were collected. A questionnaire containing both open-ended and closed questions was used for data collection. The response rate of 91.67% was achieved. Data collected was analyzed using the Statistical Package for Social Sciences (SPSS) software. The study results indicate that managerial practices affect implementation of strategic plans in Kenyan SMEs.

CHAPTER THREE
RESEARCH METHODOLOGY

This chapter provides study design, study area, population sample size and sampling techniques and data collection and; data analysis and presentation approaches. The study followed both quantitative and qualitative approaches.

3.1 Study Design

This study applies course descriptive case study research design. This design is suitable for suitable since it allows for in-depth investigation and reporting. The study also seeks to investigate and report on the way things are (Mogenda and Mugenda (2003). This study falls in this category of design

3.2 Study Area

The study area was County Government of Kisumu in Kenya i.e. the administrative units of this government within Kisumu County.The County is divided into six sub-counties namely: Kisumu East, Kisumu West, Kisumu North, Nyando, Nyakach and Muhoroni. These sub-counties are further sub-divided into 11 divisions, 57 locations, and 168 sub-locations. The county has seven parliamentary constituencies namely: Kisumu East, Kisumu West, Kisumu Central, Seme, Nyando, Nyakach and Muhoroni. The County Government of Kisumu was chosen because of the challenge of lack of investment in large firms leading to high unemployment levels, runaway security and high levels of poverty according to County Fiscal Strategy Paper 2015/2016 (Kisumu County Government, 2015).

3.3 Target Population

The population of this study comprised all senior administrative officers and their assistants at the county government headquarters, sub-county offices and Kisumu City management totalling 84

Table 3.3: Population distribution

County Government Unit	Population
County government headquarters	46
Kisumu City Management	26
Sub-County Offices	12
TOTAL	84

Source: Kisumu County Public Service Board (2016)

3.4 Sample Size and Sampling Technique

All the staff in the population formed part of respondents. It was a census study. Saturated Sampling was used to pick respondents.

3.5 Data Type and Source

Both primary and secondary data was used. Primary data was obtained by use of questionnaires to the respondents while secondary data was collected from documents in the custody of the county governments concerned. The researcher gathered secondary data from the governments' records and related reports.

3.6 Data Collection Method

Primary data was collected using self-administered structured and semi structured questionnaire. Secondary data was obtained through document review.

3.7 Instrument Validation and Reliability Test

Expert opinion was sought on the data collection instruments. The researcher's supervisors provided this opinion. This helped in validity check. It was also pre-tested on 9 conveniently chosen respondents to check for reliability. Reliability test was ascertained through Cronbach's Alpha determination at a coefficient of 0.7 and above.

3.8 Data Analysis and Presentation

Descriptive and inferential statistics was used to analyse data. Means, percentages and standard deviation and frequencies were used to analyse the five objectives. Results were presented in tables and graphs.

CHAPTER FOUR
RESULT S AND DISCUSSION

This chapter addresses the descriptive aspects of the data such as the demography of the sample data. Therefore; this chapter will address the specific objectives of the study.

4.1 Response rate

In this study, a response rate of 79 respondents was attained out of the 84 who were targeted. This represented 94.04%. Non-response were only 5 respondents representing 5.95% of the total. According to Mugenda and Mugenda (2003), a response rate of 30% is sufficient enough to make a scientific generalization to the entire study population.

Figure 4.1: Analysis of respondent's period worked in county government
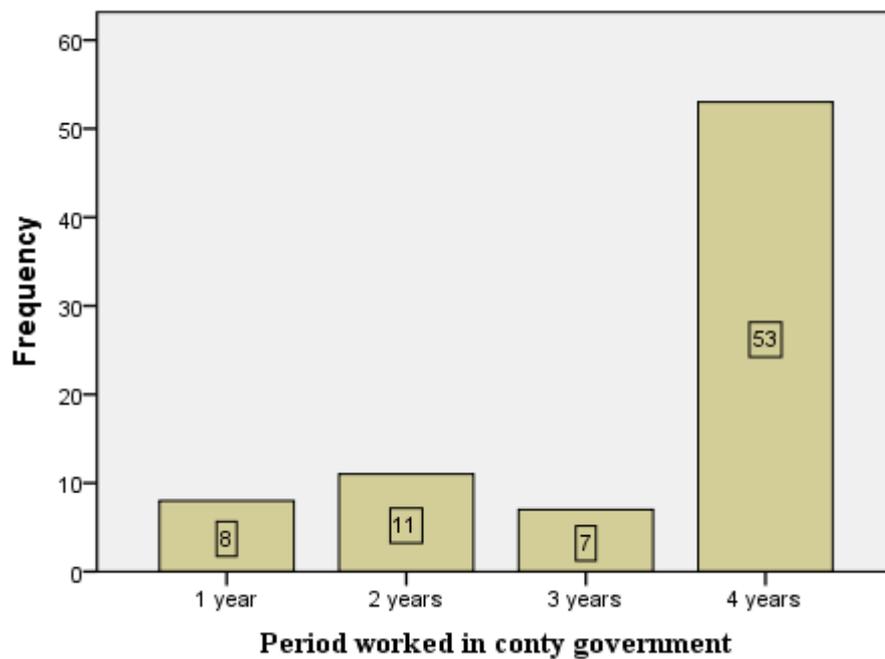
Source: *Survey data 2017*

The figure above indicated that a majority of the workforce had worked for 4 years. This represented 67.1% of the respondents who filled in and returned the questionnaire. According to this finding, a majority of the workforce targeted could easily understand and articulate issues that were being investigated in the study due to their work experience. Those who had worked for three years were 11 representing 8.9% of the total while those who had worked for 2 years and 1 year respectively were 11 and 8 respectively representing 13.9% and 10.1 % respectively

Table 4.1: Analysis of respondent's level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	14	17.7	17.7	17.7
Tertiary	65	82.3	82.3	100.0
Total	79	100.0	100.0	

Source: *Survey data 2017*

The table above was a clear indication that a majority of the workforce in the county government had a tertiary level of education. This was represented by a response rate of 82.3% while the others were only 17.7%. The response rate outlined above depicted that the respondents who were targeted clearly understood issues of strategy which helped to minimize response errors that may arise as a result of lack of clear understanding of the questions asked.

4.2 Extent of Strategy Analyses applied in the Departments of the County Government

The table below represented the responses that were obtained about the views of respondents on the strategy analyses in the county government departments. These responses were restricted to risk analysis, resource deployment analysis and non-financial factor appraisal. These were as follows:

Table 4.2.1 Extent of Risk Analysis

Strategic Analyses			N	Min	Max	Mean	Std. Deviation
Risk Analysis	°	Consideration of risk occurring due to strategy	79	1.00	5.00	3.1266	.79044
	°	Consideration of impact of risk if it occurs due to strategy	79	1.00	4.00	3.1139	.76774
	°	Consideration of resources required to reduce chances of risk occurring	79	1.00	5.00	3.2658	.99626
	°	Consideration of resources required to handle impact of risk	79	1.00	5.00	3.0380	1.04321
Average						**3.136075**	**0.899413**

Source: *Survey data 2017*

Objective one of the study sought to establish the extent of risk analysis in strategy analysis in the departments of county government of Kisumu. Consequently, risk analysis as an explanatory variable was measured using chance of risk occurring, impact of risk if it occurs, consideration of resources required to reduce a chance of risk and consideration of resources required to handle impact of risk. The extent of risk analysis was therefore assessed by analyzing the extent of each of these four elements in the county government of Kisumu.

Risk was measured using four items. Respondents were asked to rate how given risk analysis activities were conducted within their departments. Responses were elicited on a 5-point scale (1-very low, 2-low, 3-moderate, 4-high, and 5-very high). These responses were then analyzed using means and standard deviations. Results presented in Table 4.4.1 suggest that the respondents tended to rate highly all the strategic risk analysis activities within their departments. The mean response score for all the items was 3.136075, coded as average. The most highly rated activity was the *Consideration of resources required to reduce chances of risk occurring* (M=3.2658, SD=.99626) while the least rated activity was the *Consideration of resources required to handle impact of risk* (M=3.0380, SD =

1.04321). Besides, the small values of the standard deviations imply that there were minimal variations in the responses on the items that were rated.

Table 4.2.2 Extent of Resource deployment analysis in Strategy Analysis

Strategic Analyses			N	Min	Max	Mean	SD
Resource Deployment analysis	°	Evaluation of quantity of financial resources required to implement alternative strategies before choice	79	1.00	5.00	3.3924	.91171
	°	Evaluation of people resources required to implement alternative strategies before choice	79	1.00	5.00	3.1519	.94853
	°	Evaluation of tangible physical resources required to implement alternative strategies before choice	79	2.00	5.00	3.3544	.80125
	°	Evaluation of intangible physical resources required to implement alternative strategies before choice	79	1.00	5.00	3.1646	1.00550
Average						**3.265825**	**0.916748**

Source: *Survey data 2017*

Objective two of the study was to establish the extent of resource deployment in strategy analysis in the county government of Kisumu. Resource deployment was measured using the extent to which the respondents rated the statements given. The respondents were expected to rate in a scale of 1-5 (1-very low, 2-low, 3-moderate, 4-high, and 5-very high), the views that closely match their opinions about resource deployment analysis. The results presented in Table 4.4 suggested that the respondents also tended to rate highly all the strategic resource deployment activities within their departments. The mean response score for all the items was 3.2658 which is above 2.0 and is coded as high. The most highly rated activity according to the respondents was the *Evaluation of quantity of financial resources required to implement alternative strategies before choice* (M= 3.3924, SD=.91171) while the least rated activity was the *Evaluation of people resources required to implement alternative strategies before choice* (M=3.1519, SD = 0.94853). Further still, the small values of the standard deviations imply that there were minimal variations from the mean in the responses of the items that were rated.

Table 4.2.3 Extent of Non- Financial Factor appraisal

Strategic Analyses			N	Min	Max	Mean	SD
Non-Financial factor Appraisal	°	Consideration of how much strategy will enhance organization image if chosen	79	2.00	5.00	3.5316	.81391
	°	Consideration of what effect strategy will have on suppliers and other stakeholders if chosen	79	2.00	5.00	3.4557	.88864
	°	Consideration of environmental and ethical factors associated with strategy if chosen	79	1.00	5.00	3.1646	.92585
	°	Consideration of how staff and union will react to strategy if chosen	79	1.00	5.00	3.2658	1.18439
Average						**3.354425**	**0.953198**

Source: *Survey data 2017*

The computation of the elements of non-financial factor appraisal in a scale of 1-5 (1-very low, 2-low, 3-moderate, 4-high, and 5-very high) showed that the activity of non-financial factor appraisal was practiced was high meaning that it was practiced to a greater extent. However, the *Consideration of how much strategy will enhance organization image if chosen* was rated highest with a mean of 3.5316 and standard deviation of 0.81391 while the least rated activity of financial factor appraisal was *consideration of environmental and ethical factors associated with strategy if chosen*(M=3.1646, SD=0.92585). The average of the means for non-financial strategy appraisal was 3.54425 meaning that the extent of non-financial factor appraisal at the county government departments was high as it was above 2.0.

4.3 Extent of Contribution of Analysis to the Effectiveness of Strategy Implementation

In order to actualise the fourth objective, the rating of the statements on contribution of analysis to effectiveness of strategy implementation was analysed in a scale of 1-5 (1-very low, 2-low, 3-moderate, 4-high, and 5-very high) as shown in the table 4.4.4 below

Table 4.3.1: Extent of Contribution of Analysis to effectiveness of Strategy Implementation

Strategic Analyses			N	Min	Max	Mean	Std. Deviation
Risk Analysis	°	Consideration of chance of risk occurring due to strategy	79	1.00	5.00	3.3671	.96313
	°	Consideration of impact of risk if it occurs due to strategy	79	1.00	5.00	3.3038	.93855
	°	Consideration of resources required to reduce chances of risk occurring	79	1.00	5.00	3.3924	.97950
	°	Consideration of resources required to handle impact of risk	79	1.00	5.00	3.3165	1.12711
Resource Deployment analysis	°	Evaluation of quantity of financial resources required to implement alternative strategies before choice	79	1.00	5.00	3.5190	1.01098
	°	Evaluation of people resources required to implement alternative strategies before choice	79	2.00	5.00	3.3797	.89591
	°	Evaluation of tangible physical resources required to implement alternative strategies before choice	79	1.00	5.00	3.3924	.95297
	°	Evaluation of intangible physical resources required to implement alternative strategies before choice	79	1.00	5.00	3.2405	1.08858
Non-Financial factor Appraisal	°	Consideration of how much strategy will enhance organization image if chosen	79	1.00	5.00	3.4937	.87521
	°	Consideration of what effect strategy will have on suppliers and other stakeholders if chosen	77	1.00	5.00	3.2857	.92987
	°	Consideration of environmental and ethical factors associated with strategy if chosen	79	1.00	5.00	3.2532	1.05573
	°	Consideration of how staff and union will react to strategy if chosen	79	1.00	5.00	3.2785	1.18686
Average						**3.351875**	**1.000367**

Source: *Survey data 2017*

These results indicate high practice of extent of strategy analysis to the effectiveness of strategy implementation in the departments of county government of Kisumu. This implies that they strategy analysis contributes greatly to effectiveness of strategy implementation as the mean responses for all the measures under risk analysis, resource deployment analysis and non-financial factor appraisal statements stood at 3.3518. However , considering the extent of contribution under risk analysis, it was discovered that *consideration of resources required to reduce chances of risk occurring* had the greatest

contribution as a strategy tool towards strategy implementation(M=3.3924, SD=0.97950).Under resource deployment analysis, it was discovered that evaluation of financial resources required to implement alternative strategies before choice contributed greatly to effectiveness of strategy implementation (M=3.5190, SD=1.01098). The other factors also contributed a high extent since their meal were also above 2.0.

The non-financial factor appraisal according to the findings in the table above also contributed greatly to effectiveness of strategy implementation. The element that had the most contribution under this category with the highest mean was *consideration of how much strategy will enhance organization image if chosen* (M=3.4937, SD=0.87521).These results point to the fact that strategy analysis have a great contribution to effectiveness of strategy implementation in the departments of Kisumu County government. These findings agree with the findings of the study by Owolabi and Makinde (2012) who examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. It further probed into how this has impacted on the management efficiency and effectiveness as strategic planning is essential in corporate organizations. The results of the hypotheses revealed that there is a significant positive correlation between strategic planning and corporate performance. It also agrees with the work of Okwachi, Gakure and Ragui (2013) who sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study endeavored to establish the influence of managerial practices on implementation. The study results indicated that managerial practices affect implementation of strategic plans in Kenyan SMEs.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATION

This chapter summarizes the results of the study and reports the conclusions drawn. In addition, practical contributions of the study are discussed together with observed limitations. The chapter concludes by providing potential avenues for future research.

5.1 Summary of Findings

The purpose of this study was to investigate the contribution of strategy analysis to effectiveness of strategy implementation among departments of county governments with specific reference to Kisumu County government. To achieve this, the study developed a 5-point scale (1-very low, 2-low, 3-moderate, 4-high, and 5-very high)   to predict the extent of contribution of strategy analysis to effectiveness to strategy implementation in Kisumu county government. The summary of findings therefore focuses on the following sub-headings that formed the objectives of the study and the corresponding research questions: **i**. To establish extent of risk resource deployment analysis in strategy analysis **ii**. To establish extent of resource deployment analysis in strategy analysis in the departments of county government of Kisumu. **iii**. To establish extent of non-financial factor appraisal in strategy analysis in the departments of county government of Kisumu.

5.1.1 The Extent of extent of Risk Analysis in Strategy Analysis

Research objective one sought to establish extent of risk resource deployment analysis in strategy analysis in the departments of county government of Kisumu. The study. It found out that the four practices of risk analysis namely consideration of chance of risk occurring due to strategy, consideration of impact of risk if risk occurs due to strategy, consideration of resources required to reduce chance of risk occurring due to strategy and consideration of resources required to handle impact of risk occurring due to strategy were applied to a greater extent by the departments of county government of Kisumu as indicated by the high mean scores for each of the items in the 5-item scales.

5.1.2 The Extent of Resource Deployment Analysis in strategy analysis.

The second objective of the study focused on determining the extent of resource deployment analysis in strategy analysis in the departments of county government of Kisumu. The study found out that the departments of the county government had put in place necessary activities aimed at contributing to effectiveness of strategy implementation. In this regard, the study established that most of the departments in the

county government to a greater extent did evaluation of quantity of financial resources required to implement alternative strategies before choice, evaluation of people resources required to implement alternative strategies before choice, evaluation tangible physical resources required to implement alternative strategies before choice and evaluation intangible physical resources required to implement alternative strategies before choice. In addition, the study found out that when the resource deployment is practiced to a high extent by the departments in the county government, it contributed to effectiveness of strategy implementation.

5.1.3 The extent of non-financial factor appraisal in strategy analysis

The third objective sought to establish the extent of non-financial factor appraisal in strategy analysis in the departments of county government of Kisumu. The study found out that the elements of non-financial factor appraisal in a scale of 1-5 (1-very low, 2-low, 3-moderate, 4-high, and 5-very high) showed that the activity of non-financial factor appraisal practiced was high meaning that it was practiced to a greater extent.

5.1.4 The Contribution of strategy Analysis to Effectiveness of Strategy Implementation

The fourth objective of the study explored the contribution of strategy analysis to effectiveness of strategy implementation in the departments of county government of Kisumu. It hypothesized and confirmed that purchasing ethics. A computation of the elements of strategy analysis with the respondents of the respondents in a scale of 1-5 whereby 5(1-very low, 2-low, 3-moderate, 4-high, and 5-very high) indicated that strategy analysis greatly contributed to effectiveness of strategy implementation as the means of all the responses were above 2.0.

5.2 Conclusions of the study

With regard to the objectives of this study, it can be concluded that first, risk analysis practices are done to a greater extent in the departments of county government of Kisumu event though the extent of application of these practices also vary. It can also be concluded that the extent of resource deployment analysis and non-financial factor appraisal as elements of strategy analysis is high. This is because the mean rating of these practices fell above average.

5.3 Recommendations of the Study

Based on the conclusion of objective one that the risk analysis practices are done to a greater extent in the departments of Kisumu county government, it is recommended that the various departments in the county government should continue to emphasize risk analysis because in the long run, it should accrue more benefits to the firm.

From the conclusion of objective two that the extent of resource deployment analysis in strategy analysis is high, it is recommended that the departments should continue to emphasize this practice as it too will greatly contribute to effectiveness in strategy implementation in the county government. Similarly, from conclusion of objective three that the extent of non-financial factor appraisal in strategy analysis is high among the departments of county government, it is recommended that the county government departments should continue to practice non-financial factor appraisal in their day to day operations. Lastly, from the conclusion of objective four that strategy analysis highly contributes to effectiveness of strategy implementation among departments of county government of Kisumu, it is recommended that strategy analysis should also be emphasized by the county governments in order to achieve a high level of effectiveness of strategy implementation among the departments of county government.

5.4 Limitations of the Study

The term limitation as used in the context of this study implies limiting conditions or restrictive weaknesses encountered in the conduct of the research. A number of limitations were identified in the conduct of this research. First, the study used a descriptive survey. A descriptive survey is only limited to describing the variables of the study but does not look at their relationships. Nevertheless to enhance a vivid description of the variables under description, the study developed a likert scale to rate the responses elicited from the respondents. Secondly, the study limited its investigation to one county government which is Kisumu county government, which compromises its global generalizability. Therefore the study advises the readers to restrict generalization of the results within the boundaries of Kenya. The data collection instrument comprised structured questions which was self-administered. To enhance validity of this instrument, the researcher explained the content of the questionnaire to the respondents so as to avoid giving biased responses though this was time consuming. Lastly, in the first visit to respondents, the study encountered a low response rate. This was attributed to the nature of the respondents who many at times are engaged in field activities making their availability in their offices a challenge. However,

the researcher arranged repeat visits to counter this thereby achieving the desired response rate.

5.5 Suggestions for Further Research

In view of limitations of this study, the researcher would like to suggest the following for further investigation: Future research endeavors should focus on how strategy analysis affects strategy implementation. Further, the geographical scope of a similar future study should be widened to enhance generalizability of the findings. Lastly, future research endeavors should also focus on the private sector players so as to expose any controversies in findings of the same study between government departments and the private sector.

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APPENDICES

Appendix 1: LETTER OF INTRODUCTION

NICHOLAS MOSETI

C/O

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS AND ECONOMICS

MASENO UNIVERSITY

DATE_____

TO WHOM IT MAY CONCERN

Dear Sir/Madam

ACADEMIC RESEARCH

I am a student at Maseno University pursuing Master of Business Administration. As part of the requirements, I am carrying out this research entitled, "Contribution of Strategy Analysis to Effectiveness of Strategy Implementation among departments of County Governments in Kenya: A study of County Government of Kisumu." Please assist to answer the questions provided in a questionnaire. Your Identity is not required and the information you provide will be treated in strict confidence.

I remain grateful

Yours Sincerely

Nicholas Moseti

(MBA/BE/00072/2014)

RESEARCH SUPERVISOR

Dr. Charles Ondoro

Maseno University

Appendix 2: QUESTIONNAIRE

a) General Information

1. Period worked in the county government1 year ( ) 2years( ) 3years( ) 4 years ( )

2. Education level of respondent Primary ( ) Secondary (   )Tertiary (   )

  b) Strategy Analyses

To what extent are the following strategy analyses applied in the departments of the county government

STRATEGIC ANALYSES	EXTENT OF ANALYSIS				
	Very High	High	Moderate	Low	Very low
Risk Analysis • Consideration of chance of risk occurring due to strategy • Consideration of impact of risk if risk occurs due to strategy • Consideration of resources required to reduce chance of risk occurring due to strategy • Consideration of resources required to handle impact of risk occurring due to strategy					
Resource Deployment Analysis • Evaluation of quantity of financial resources required to implement alternative strategies before choice • Evaluation of people resources required to implement alternative strategies before choice					

• Evaluation tangible physical resources required to implement alternative strategies before choice • Evaluation intangible physical resources required to implement alternative strategies before choice					
Non- financial Factor Appraisal • Consideration of how much strategy will enhance organization image if chosen • Consideration of what effect strategy will have on suppliers and other stakeholders if chosen • Consideration of environmental and ethical factors associated with strategy if chosen • Consideration of how staff and union will react to strategy if chosen					

b) Contribution of Strategy Analyses to effectiveness of strategy implementation

To what extent are the following strategy analyses contributing to effectiveness of strategy implementation in the department of county government

STRATEGIC ANALYSES	EXTENT OF CONTRIBUTION OF ANALYSES TO EFFECTIVENESS OF STRATEGY IMPLEMENTATION				
	Very High	High	Moderate	Low	Very low
Risk Analysis • Consideration of chance of risk occurring due to strategy • Consideration of impact of risk if risk occurs due to strategy • Consideration of resources required to reduce chance of risk occurring due to strategy • Consideration of resources required to handle impact of risk occurring due to strategy					
Resource Deployment Analysis • Evaluation of quantity of financial resources required to implement alternative strategies before choice • Evaluation of people resources required to implement alternative strategies before choice • Evaluation tangible physical resources required to implement alternative strategies before choice					

• Evaluation intangible physical resources required to implement alternative strategies before choice					
Non- financial Factor Appraisal • Consideration of how much strategy will enhance organization image if chosen • Consideration of what effect strategy will have on suppliers and other stakeholders if chosen • Consideration of environmental and ethical factors associated with strategy if chosen • Consideration of how staff and union will react to strategy if chosen					

Appendix 3: WORK SCHEDULE

WORK PLAN   **PERIOD**

                                        2016

Month1Month2Month3 Month4 Month5

ACTIVITY	Month1	Month2	Month3	Month4	Month5
Problem Identification		■			
Review of literature		■	■		
Proposal Writing and Presentation			■		
Proposal presentation			■		
Data collection and data entry				■	
Data Analysis				■	
Presentation of draft				■	
Final draft					■
Submission of project for examination					■

Appendix 4: BUDGET

ITEM	KSHS
Stationery	**7,000**
Literature Review and proposal development	**11,000**
Data collection	**15,000**
Data analysis	**11,000**
Secretarial costs	**11,000**
TOTAL COSTS	**55,000**