FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN THE MUNICIPAL COUNCIL OF MACHAKOS, KENYA

Nzyoki Josephine Mumbua[1], Dr Laaria Mingaine[2]
[1]School of Business, Kenyatta University, Kenya
[2]School of Business & Economics, Mt Kenya University (Nkubu/Meru Campus), Kenya
[1]josephinenzioki@yahoo.com, [2]mingainesl@yahoo.com

Abstract- The purpose of the study was to investigate the factors influencing implementation of strategic plans in the Municipal Council of Machakos, Kenya. Strategy implementation has been insufficient in many service sectors and especially in the MCM. This has been evidenced by uncompleted projects, indisposed solid waste and inadequate infrastructure. The study comprised of sixty five respondents selected through stratified random sampling from the total population of two hundred and ten employees of the council. The respondents were from the three levels of management involved in strategy implementation which are the top, middle and supervisory levels. In the investigation both quantitative and qualitative methods were used and the questionnaires as data gathering techniques. Validity and Reliability of data instruments were tested and ascertained. Data was analyzed using descriptive statistics and content analysis. It was aided by the Statistical Packages for Social Sciences (SPSS) version 15 for windows with a significance level of 95% ($\alpha=0.05$). The study showed that implementation of strategic plans is run slower than the expected stated time. The study found out that there is no proper alignment of resources with the strategic plans of the Council. The study recommends that there should be an independent body to monitor strategy implementation so that it takes the stated time. Alignment of resources should be done properly so as to utilize the skills acquired and make use of the human and physical capital available. Proper training and instruction should be given to the lower level employees so as to be competent in their area of work at the MCM.
Keywords: Factors, Influencing, Implementation, Strategies, Plans, Machakos.

1. Introduction

Strategic planning is an essential practice for any organization that aims at assuring that it produces a worthwhile pattern of good results while avoiding an undesirable pattern of bad circumstances. Strategic management refers to the set of managerial decisions and actions that determine the long-run performance of a corporation (Wheelen 2012). It includes environmental scanning, strategy formulation, strategy implementation, evaluation and control.

Strategy implementation affects the organization, especially on service companies which have different nature than other kinds of organizations; the importance of this issue gets more highlighted. Diversification and broadness of service sector including individual and social services, professional and commercial and public increases the role and importance of strategy implementation in service companies. In this research we intended to study all affecting factors on strategy implementation of service organizations and by identifying them to achieve an intended pattern that can increase the success of implementation and achieving strategic goals which have been already formulated in strategic planning.

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999). It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as Noble (1999) notes.

According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become "the most significant management challenge which all kinds of corporations face at the moment". The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. It is thus obvious that strategy implementation is a key challenge for today's organizations. There are many (soft, hard and mixed) factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control.

In this study, the researchers analyzed existing research on the factors that influenced strategy implementation. They conducted an analysis in the most widely used literature databases to identify key factors influencing the process of strategy implementation, to surface current areas of agreement and disagreement, as well as missing evidence and resulting future

research needs. The study also examined the ways in which strategy implementation has been researched so far, in terms of the applied research methods and the examined strategy contexts. It consequently also revealed under-exploited methods or contexts.

Machakos town started as a station of the processor of the British East Africa Company in 1889. In 1892 it was made the first up country state capital. It was declared a township in 1906 and in 1954 it was made an urban council. In 1973 it was upgraded into a town council with an area of 320 Km^2 which was expanded to 579 Km^2 in 1980 when it was made a municipality. Municipal Council of Machakos (MCM) is currently composed of two main arms, namely; political arm and executive arm. The political arm is headed by His worship the Mayor and is the policy making arm of the council. It is composed of thirteen councilors, ten elected and three nominated. The council has one public officer in addition to the councilors.

The executive arm is headed by the town clerk and is responsible for policy implementation. The council has 210 members of staff (table 1), spread under the Town Clerk's department, Town Treasurer's department and Town Engineer's department. The council prepared her first Local Authority Development Program (LADP) in 1984 which covered the five years period from 1984-1989. Among the projects prioritized included the market (open air) development, bus park construction, housing (Tenant purchase scheme), sewerage and roads infrastructure. In 2001 the council prepared the second edition of LADP which was prepared through an all inclusive participatory approach. Like all other councils in the republic it has been preparing and submitting her Local Authority Service Delivery Action Plan (LASDAP).

Table1. Number of Council staff of MCA by year2014

Department	Number of employees
Town clerk	66
Town treasurer	68
Town engineer	76
Total	210

Source: Municipal council of Machakos, 2014

A. *Statement of the problem*

Top level managers of most organizations both profit and non-profit spend considerable time, energy and money formulating and assigning basic strategies for their organizations, but they often end up not implementing strategies properly. Their defined vision is obviously clear for themselves, but the employees' perception may be gloomy and they do least effort to achieve objectives derived from their vision. Meanwhile they choose approaches of performance evaluation as an aiding device. But specifications of today's economy based on knowledge and information have severely questioned the efficiency of custom approaches of performance evaluation. Implementation of strategies highly affects all levels of organization and both divisional and functional levels.

Despite of existing attitudes, identifying factors affecting implementation of strategies is important. It emphasizes the role of an evaluation system which undertakes success and it requires managers and decision-makers to identify these factors, while formulating, and by considering them, estimate success rate of strategy in the implementing phase. The purpose of strategic planning is, as Eddie (2010) suggests, maintaining a favorable balance between an organization and its environment over the long run. It provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions. It blends futuristic thinking, objective analysis, and subjective evaluation of goals and priorities to chart a future course of action that will ensure the organization's vitality and effectiveness in the long run. At its best it permeates the culture of an organization, creating an almost intuitive sense of where it is going and what is important (Osborne & Gaebler 2012).

It is evident that strategic plans are well formulated in MCA, citing their current strategic plan of 2012- 2016.There seems to be a problem in the implementation because some services are not well done as laid down in the strategic plan. These services can be cited as follows: solid waste (garbage) is evidently seen in large heaps rotting in some estates. There has been an outcry of water shortage in Machakos town since 1998. As Concerns Street lighting, some estates do not have street lighting which contributes to insecurity during the night. To crown it, fire extinguisher is the main equipment that needs urgent attention because the one available is small and cannot manage extinguishing fire in case of a disaster. The council has in the past relied on assistance from the neighboring councils of Mavoko and Nairobi. The researchers were interested in investigating why the strategic plans were not well implemented after being well formulated in the strategic plan.

B. *Objectives of the study*

(i) To identify how organizational structure influences implementation of strategic plans.
(ii) To identify how human resources influence implementation of strategic plans.
(iii) To establish the effect of leadership on implementation of strategic plans.
(iv) To find out how information systems influence implementation of strategic plans.

C. *Significance of the study*

This study was important because the results obtained forms important knowledge for Municipal council's stakeholders when planning for public service delivery in their municipalities and enable the council management to take specific actions as well as corrective measures in assessing their success in reference to their planning. The study would aid the community to understand the operations of the MCM and choose whether to accept their services according to their perception on the council competence. It would contribute to the body of knowledge on how strategic planning leads to better service delivery and enable the council to conduct market research focused on bringing young professionals and entrepreneurs to Machakos.

2. Literature review

A. *Concept of strategy*

A strategy is plans of action to have an organization attain its objectives successfully. It is also a broad program of goals and activities to have a firm attain corporate success (Porter, 2012). According to Mintzberg (2014) strategy can be defined in terms of 5P's; that is strategy as a plan, as a ploy, as a position, as a pattern and as a perspective. Strategy as a plan means a set of decisions or actions to deal with a situation in the future. Strategy as a ploy means a specific maneuver or tactic to deal with or defeat an opponent especially a competitor in the market. Strategy as a position means specifically a means of locating an organization in an environment and thus becomes the mediating force on a way of maintaining a fit or match between the organization internal environment and its external environment. Strategy is seen as a pattern in a stream of actions. It is consistent in behavior whether or not intending. Strategy as a perspective means its content consists of not just a chosen position but a way of perceiving the world.
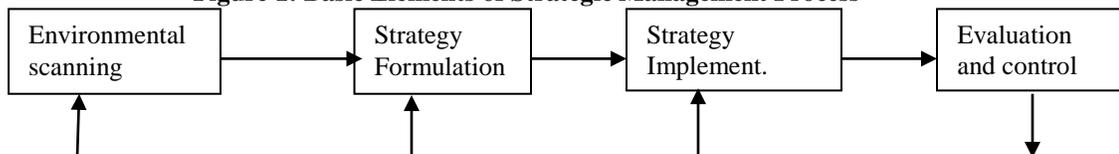
B. *Strategic planning*

The purpose of strategic planning is, as Eddie (2010) suggests, maintaining a favorable balance between an organization and its environment over the long run. Strategic planning has been defined as "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it" (Bryson 2012). It provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions. It blends futuristic thinking, objective analysis and subjective evaluation of goals and priorities to chart a future course of action that will ensure the organization's vitality and effectiveness in the long run. At best it permeates the culture of an organization, creating an almost intuitive sense of where it is going and what is important (Osborne & Gaebler 2012).

C. *Strategic aspect of management*

According to Wilson (2013) strategic management is a series of managerial decisions and activities that assigns long-term performance of an organization. It consists of inspecting environment both internal and external, formulating strategy (long-term or strategic planning), implementing, evaluating and controlling as shown in Figure 1. Strategic management focuses on monitoring and assessing external opportunities and threats, along with considering strengths and weaknesses. It is a term that explains process of decision-making and executing. It covers all decisions and activities that lead to develop one or more effective strategy for achieving goals. There are three basic elements in this process: developing strategy, implementing, and evaluating and controlling strategy (Hunger 2013). Hunger (2013) suggests that all strategic management involves at least four distinct steps: environmental scanning, strategy formulation, strategy implementation and evaluation and control.

**Figure 1: Basic Elements of Strategic Management Process**

Feedback

Source: Hunger (2013)

D. *The Strategic Planning Process*

In the 1970's, many large firms adopted a formalized top-down strategic planning model. According to Ahoy (2011), under this model (Figure 2), strategic planning became a deliberate process in which top executives periodically would formulate the firm's strategy, and then communicate it down the organization for implementation.
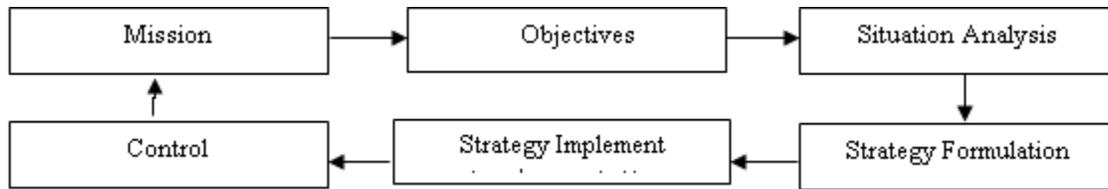
Figure 2: Strategic planning process
Source: Ahoy (2011)

E. Implementing Strategies

In strategic management process, after formulating, implementing is the most important stage. Implementing strategy is the connecting loop between formulating and control according to Thompson & Strickland (2014). In concept of strategy implementation, there are essential questions and the important specifications of an implementing model should answer these questions: Which decisions and activities can be accomplished by managers for implementing? And who can organize decisions for parallel logic, activities, and defined contingencies? When these two questions are answered, decisions are made based on variable factors in centre of implementing process and it is believed that managers are guided by these two critical concepts.

i. Implementing Challenges

These challenges are threats for implementing strategy, and considered positively as eight opportunity areas that can lead to success. According to Porter (2012),the relative areas to successful implementation are developing a model for directing decisions or implementing activities and knowing that how creating strategy can affect implementation; the effective change management such as change culture; knowing that power and influence is essential for successful implementation; developing structures, sharing information, coordinating and clarifying accounts; developing control and feedback mechanisms; knowing that how a supportive culture for implementation should be created and exercising implementation under leader's control.

ii. Implementation Program

According to Hantang (2013) strategy is an arrangement and is interaction among macro-business strategies, which can focus on planning or implementing. It considers implementation processes and activities or consumptions presented in previous model (formulating-implementing control relationship model). The following assumptions are considered: the need for strategy: physical resources or capacities are important for successful strategy implementation. Gupta (2014) says that strategies needed for development are different from possible strategies. Second, the organizational structure: strategy affects on the kind of structure, e.g. retrenchment strategies need the focus and specialization of processes and production in the economic scales and third, interaction between devices: implementation of strategies will not be successful without interaction and coordination of units and requirements. These requirements are coordination, transferring knowledge and sharing information.

iii. Factors affecting implementation

There are many factors listed by different authors related to affecting factors on implementation for example implementing ran slower than foreseen time, occurring unexpected problems; activities coordination was not rightly performed, some competitive jobs and crisis diverted the manager's attention from implementation of strategies. Implementing staff were not capable enough; Subordinates were not trained effectively; Uncontrollable external environment factors; Managers could not be able to do leading and directing properly, activities and key tasks of implementation process were poorly defined and there was no information system for sufficient control of activities
 Ricky (2012) identifies effective factors on implementation of strategies with an exception that culture is studied separately, not as a subordinate of leadership. In Figure 3, Ricky (2012) introduced structure, human resource, leadership, culture, and technology and information systems as effective factors, which influence implementation.
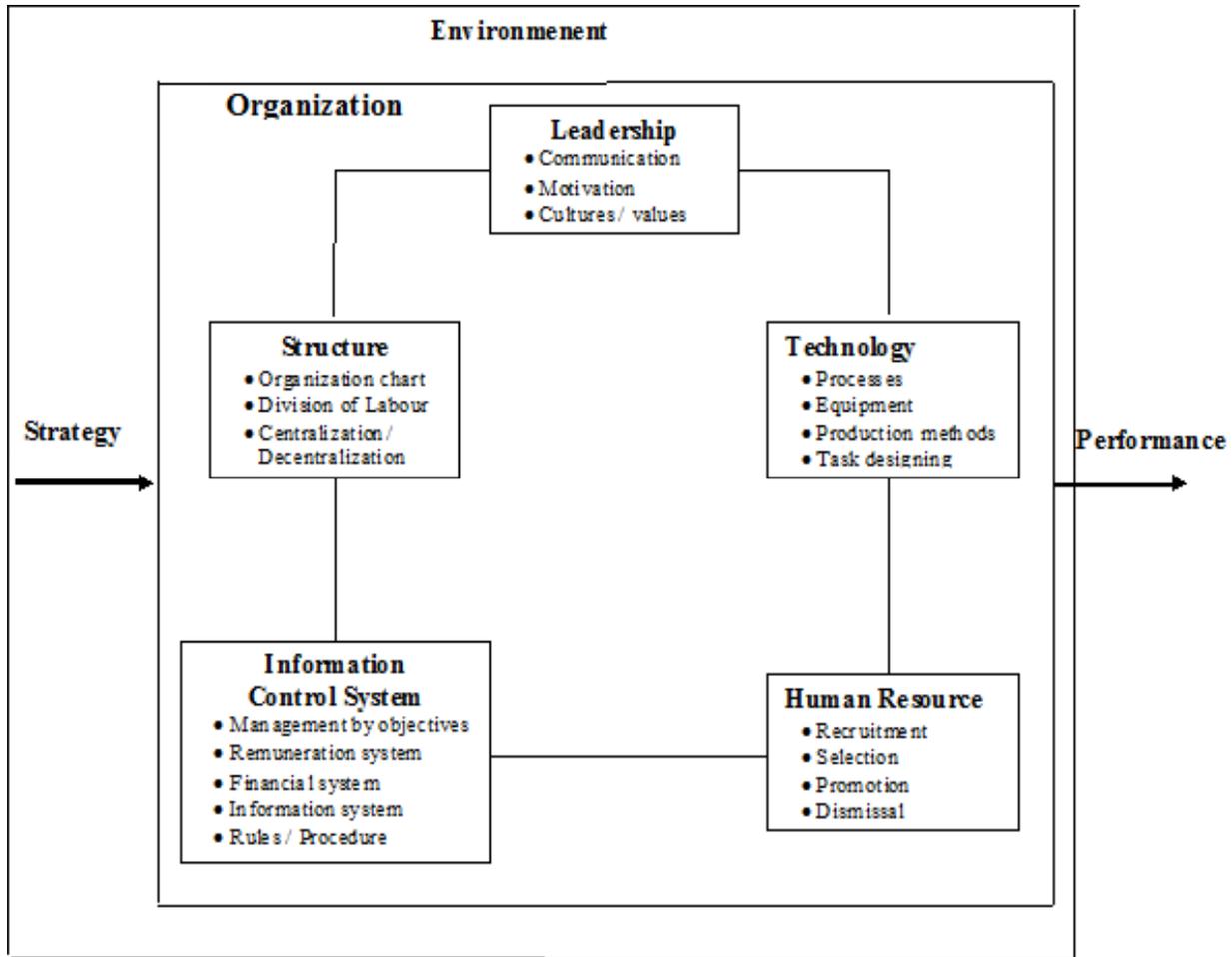
Figure 2 Factors Affecting Implementation of strategies

Source: Ricky Model (2012)

F. *Strategy and Organizational Structure*

In strategy-structure studies, Alfred (2014) suggests that the organizational structure is influenced by its strategies (Structure follows Strategy). To distinguish between strategy and structure, setting long and short-term goals, finding the path to obtain goals and allocating resources are the strategy components and the formation of these elements to implementing strategies are called structure. Therefore, structure consists of corporate hierarchy, division of labor, delegating and communications. Besides initial information and organization's current issues are included. Arabi (2012) says strategy implementing is a process in which all planning and budgeting activities, policies and procedures follows the defined strategy. It may involve some changes in organization's culture, structure and managerial system or even a wide general change in all the mentioned fields. Middle managers specifically operate the strategy after top managers approve it, unless a wide range of changes were essential to the organization.

Strategy implementation, sometimes referred to "operational planning" covers all daily decisions about allocating resources. Strategic planning and implementing considered as the two sides of a coin. Some direct effects of primary structure of organization according to Daft (2013) may have probable impact on initial operational structure. General basic policies can influence developed operational level of organization too. Similarly, a decision about a desired use of a particular design (for example divisional) will often have different outcome in another type of design (functional design). Therefore, to gain more advantages for an organization, one particular type of departmentalization is used. In order to set an adaptive and conforming relationship between structure and strategy, the following points should be considered, measuring the adaptability level of structure, centralization and decentralization, strategy and structure relationship, corresponding to gain and share information all through the organization and lastly clarifying responsibilities.

G. Human resource and Implementation of Strategy

According to Porter (2012) for implementation of strategies successfully, managers should have high interpersonal and human skills. All activities done for implementation of strategy influence both managers and personnel. Every division of an organization tries to answer the questions what they should do for implementing organization's strategies properly. Implementation of strategies is also practical strategic management. The purpose of implementing strategies is that managers and employees collaborate to perform formulated strategic planning. In other words implementing is the most difficult step in Strategic management process and need a kind of self-controlling too. Implementation success depends on motivating employees, which is the art of managers. It is wasteful job if formulated strategies could never been implemented.

H. Implementation of Strategy and Leadership

Today, the role of strategic planners is an effective leadership in such a way to lead the organization to use growth opportunities. In fact, they contribute an important role in growing inner capabilities and promoting entrepreneurship. Lehner (2014) asserts that motivating people and developing key employees' skills are their priorities. If we believe strategy is a choice, then creating opportunities for employees to participate effectively, is the basic challenge of managers and should not be under the other duties coverage.

I. Information Systems and Implementation of Strategy

Information systems' function in implementing process is mainly concerned with internal circulation of information and appears on environmental uncertainty phenomenon. Information ambiguity is a situation in which problems cannot empirically and explicitly be understood, analyzed and gathering more data about them is not possible. Another important matter that displays the role of information systems in implementing strategy is managers' need to reciprocate exchange of information. It means a system that transmits information upwards and downwards. Management information system is one of the instruments that can collect and organize data for managers in order to do their tasks. In terms of information relevancy, strategic management as a process suggests that the information fluency and affecting directions are often reciprocal and planning and implementing segmented. Some guidelines for strengthening information systems in implementing strategies are Software and hardware should help global compatibility (a kind of stable procedure for the entire world), common channels of processing system should be available and all the parts should be self-sufficient and well matched to information systems capabilities

J. Conceptual Framework

The variables of primary concern in this study are the MCM employees on strategy implementation. It is assumed that variance in strategy implementation (depended variable) is explained by the effective factors (independent variables). Strategy implementation and its related concepts such as organization structure, leadership, human resources, and technology and information control system will be studied. The results of these plans on the success of organization performance will also be studied. The Municipal planning personnel on their success in strategic planning will be presumed to be predicted by use of strategic planning steps as suggested by Hunger (2013). These are environmental scanning, strategy formulation, strategy implementation and control. In this framework there are moderating variables which may negatively or positively affect strategy implementation. These are political, economic, socio-cultural, technological, ecological and legal factors. Effective strategy implementation will be achieved through customer based structure, teamwork, skilled and motivated employees, reduced costs through use of modern technology and relevant means of exchanging information. These variables are diagrammatically represented in the Figure 4.

Figure 3 Conceptual Framework
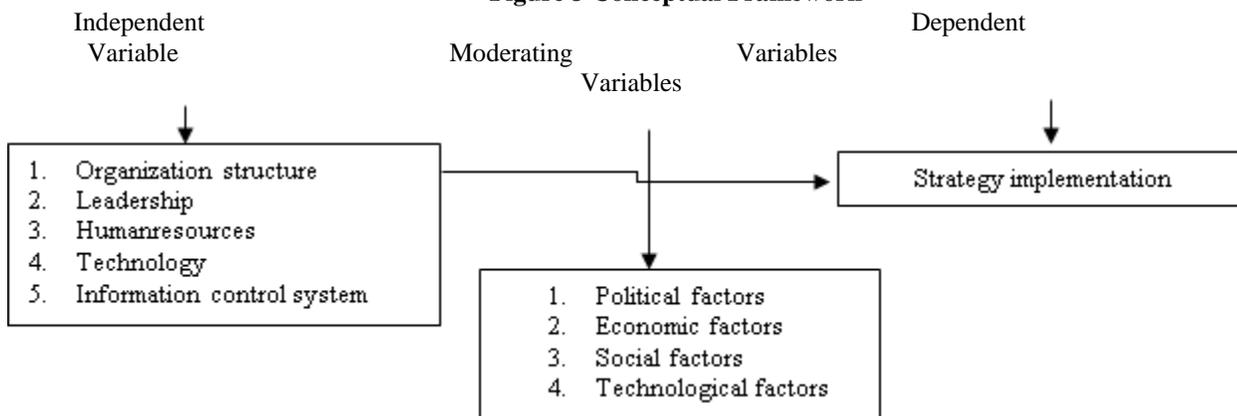
3. Methodology of study
A. Research Design
The study utilized ex-post-facto causal-comparative research design. According to Fraenkel & Wallen (2010), a causal-comparative research seeks to determine the cause or consequences of differences that already exist between or among groups or individuals and also seeks to investigate and establish the existence of certain relationships among the variables under investigation.

B. Target Population and sample
The target population of this study comprised of employees in the top level, middle level and supervisory level who are directly involved in strategy implementation. The top level managers were useful participants in the study because they design the action plans which specify the actions needed to address each of the top organizational issues and how to reach each of the associated goals, who will complete each action and according to what timeline. They developed an overall, top-level action plan that depicted how each strategic goal was reached. The middle level managers were also useful participants in the study because they are implementation managers and as such, they have the responsibility of instilling, controlling and maintaining implementation in the councils. They are crucial in creating and influencing the ethics and authority styles in the council and of all the people in the council, they are the most influential. Supervisory level staffs on the other hand were useful for this study because they are the ones who are affected directly or indirectly whenever the council has an implementation problem. They are also responsible for the day to day running of activities. The study adopted stratified random sampling among employees in the top level, middle level and supervisory level. The researchers adopted the 30% sample selection as stated by Kothari (2003) in order to increase participation in the study. Therefore, there were 63 respondents out of 210 target population. The technique used to collect data for the study was the use of the questionnaire.

C. Data Collection Procedure
A research permit to enable the researcher carry out the study was obtained from the office of the Town Clerk. The researchers visited each of the selected departments where the employees were. Permission to conduct the research in a particular section was sought from the Head of the concerned section. The researchers then issued the questionnaires to the respondents concerned then organized with them on the date of collection of the completed questionnaires.

4. Data analysis and interpretation
A. Response Rate
A total of 62 respondents out of the proposed 63 respondents from the three departments in MCM completed and returned the questionnaires. This represented a 98.4 % return rate of the questionnaires, including 5 top levels and 32 middle level management, 16 supervisory staff and 9 subordinate staffs.

B. Population size and working experience
The observed departmental years of working experience ranged from 1 to 23 years with a mean of 5 years (SD=4.13). Out of these respondents, 38.7% of the Town Clerk department had 1 to 23 years, 33.9% of Town Treasury department had 1 to 11 years, and 27.4% of Town Engineer department had 2 to 8 years of working experience. The number of staff under 3 years of experience in the study sample ranged between 1 to 2 employees per department. Majority in the study sample indicated that they had taken part in implementation in one way or the other.

C. Management Levels
The study revealed that the top level management as the action plans designers was 8.1%, middle level management which are the implementing managers was 51.6%, the supervisory team who monitors the implementation was 25.8 % and the subordinate staffs was 14.5%.

D. Importance and effectiveness of strategy implementation
The researchers wanted to establish the effectiveness of strategy implementation in the council as rated in table 2.

Table 2: Effectiveness of strategy implementation (numbers in parenthesis are number of respondents)

Statement	S.A (%) A (%)	U (%)	D (%)	S.D (%)	
The council is better at Formulating strategy than at Implementing strategic plans	45.2(28)	40.3(25)	4.8(3)	6.5(4)	3.2(2)
There is a gap between the					

	S.A	A	U	D	S.D
Formulation of and effective Implementation of strategic Plans in the council	40.3 (25)	48.4 (30)	3.2 (2)	6.5 (4)	1.6 (1)
The council is effective at Implementing strategic plans	25.8 (16)	48.4 (30)	9.7 (6)	12.9 (8)	3.2 (2)

Key: S.A = strongly agree   A = tend to agree U= undecided   D= tend to disagree   S.D= strongly disagree

From table 2, the council staff differed in their perceptions. Eighty six percent of the respondents (85.5%) agreed that their organization is better at formulating strategy than at implementing strategic plans. However, more than three quarter (88.7%) of the respondents agreed that there is a moderate to very large gap between strategy formulation and effective strategy implementation. Almost 46 respondents (72.2%) agreed that their organization is effective at strategy implementation, 16.1 % rated it as not effective and 3.2% were undecided. Thus from the research findings we can conclude that the council is effective at strategy implementation.

E. Contribution of Strategic Leadership to Strategy Implementation
The researchers wanted to establish the contribution of Strategic Leadership to effective strategy implementation. Factors relating to Strategic Leadership were rated as shown in the table 3.

Table 3 Extend in Contribution of strategic leadership to Strategy Implementation

Statement	A (%)	O (%)	S (%)	R (%)	N (%)
Determines a strategic Direction for the council	38.7 (24)	32.3 (20)	19.4 (12)	9.7 (6)	0
Establishes a balanced Organization control	33.9 (21)	22.6 (14)	24.2 (15)	19.4(12)	0
Sustain an effective Organizational	19.4 (12)	40.3(25)	24.2 (15)	16.1(10)	0
Emphasizes ethical practices	22.6 (14)	27.4 (17)	27.4 (17)	22.6(14)	0
Exploit and maintain core Competencies	25.8 (16)	35.5 (22)	22.6 (14)	16.1 (10)	0
Develops human capital	29.0 (18)	19.4 (12)	11.3 (7)	38.7 (24)	1.6(1)
Develops social capital	37.1 (23)	16.1 (10)	27.4 (17)	19.4 (12)	0

Key: A = always O = often   S = sometimes   R = rarely   N = never

Table 3 revealed that the respondents were of the opinion that all the given strategic leadership actions contribute positively to effective strategy implementation in the organization. Determining a strategic direction for the organization obtained the highest percent (38.7%) and sustains an effective organizational culture obtained the lowest mean percentage (19.4 %). Other strategic leadership roles that play an important role in effective strategy implementation are: exploitation and maintenance of core competences (25.8 %) and development of social capital (37.1 %). Thus strategic leadership is influential in determining a strategic direction for the council.

F. How Organization structure contributes to effective strategy implementation
The researchers wanted to establish the contribution of Organizational structure to effective strategy implementation. Factors relating to Organizational structure were rated as shown in table 4.

Table4. Contribution of Organization structure to effective strategy implementation

Statement	S.A	A	D	S.D
Implementing is run slower than foreseen time	14.5(9)	64.5(40)	17.7(11)	3.2(2)
Implementing takes more time than originally allocated	14.5(9)	64.5(40)	19.4(12)	1.6(1)
Key implantation tasks and activities are not Sufficiently defined	3.2(2)	46.8(29)	43.5(27)	6.5(4)
There is lack of understanding of the role of organization Structure and design in the execution process	8.1(5)	46.8(29)	43.5(27)	1.6(1)
Competing activities distracted attention from Implementing the decision	11.3(7)	45.2(28)	40.3(25)	3.2(2)
There is lack of alignment between the organizations				

Statement	S.A	A	D	S.D
Culture and the strategic plans of the council	0	45.2(28)	51.6 (32)	3.2(2)
The core competencies are not aligned with the Strategic plans of the council	1.6 (1)	43.5(27)	50.0(31)	6.5(4)
There is deviation from original plan objectives	6.5(4)	43.5(27)	48.4(30)	1.6(1)
The strategic plans are poorly or vaguely formulated	1.6(1)	29.0(18)	61.3(38)	8.1(5)

Key: S.A = strongly agree A = agree   D = disagree   S.D = strongly disagree

Table 4 revealed that 79.0% of the respondents were of the opinion that implementing was run slower than foreseen time and took more time than originally allocated. More than 50% indicated that key implementation tasks and activities were not sufficiently defined, competing activities distracted attention from implementing the decision and there was lack of alignment between the organization culture and the strategic plans of the council. Forty five percent admitted that the core competencies are not aligned with the strategic plans of the council and 43.5% said there was a deviation from original planned objectives. Only 30.6% stated that strategic plans are poorly or vaguely formulated and 69.3% strongly disagreed.

G. How Human resources contribute to effective strategy implementation

The researcher wanted to establish the contribution of Human resources to effective strategy implementation. Factors relating to Human resources were rated as shown in the table 5.

Table5. Contribution of Human resources to effective strategy implementation

Statement	GE	LE	U	NE
The goals of, and incentives for, the staff are Aligned with the strategic plans of the council	17.7 (11)	69.4(43)	8.1(5)	4.8(3)
The allocation of resources is aligned with the Strategic plans of the council	21.0(13)	66.1(41)	11.3(7)	1.6(1)
The staff does understand the council's Strategic plans	19.4(12)	59.7(37)	14.5(9)	6.5(4)
Implementing staff are capable enough	16.1(10)	58.1(36)	21.0(13)	4.8(3)
Capabilities of employees involved are sufficient	16.1(10)	56.5(35)	21.0(13)	3.2(2)
Subordinates are trained effectively	21.0(13)	51.6(32)	16.1(10)	1.3(7)
Changes in responsibilities of key employees is Clearly defined	19.4(12)	50.0(31)	19.4(12)	8.1(5)
Advocates and supporters of the strategic decision Leave the council during implementation	22.6(14)	45.2(28)	27.4(17)	6.5(4)
Lack of feelings of 'ownership' of a strategy or Execution plans among key employees	22.6(14)	38.7(24)	32.3(20)	4.8(3)
Overall goals are sufficiently well understood By employees	50.0(31)	33.9(21)	12.9(8)	3.2(2)

Key: GE = greater extent   LE = less extent   U = undecided   NE=non extent

Table 5 revealed that 69.4% said that there is lesser extend in aligning allocation of resources with strategic plans of the Council; 66.1% showed lesser extend in allocation of resources in alignment with the plans. The implementing staff are in lesser extend capable enough as reported by 58.1% of the respondents.59.7% said that to a lesser extend the staff do not understand the councils strategic plans.

H. How Leadership contributes to effective strategy implementation

The researchers wanted to establish the contribution of Leadership to effective strategy implementation. Factors relating to Leadership were rated as shown in table 6.

Table6. Contribution of Leadership to effective strategy implementation

Statement	A	F	O	R	N
The strategic leaders provide strategic directions For the council	23.0(14)	39.3(24)	27.9(17)	8.2(5)	1.6(1)
Top managers' support strategic Plans implementation	39.3(24)	41.0(25)	9.8(6)	6.6(4)	3.3(2)
The leaders are competent enough to implement Strategic plans effectively	24.6(15)	44.3(27)	26.2(16)	4.9(3)	0

Statement	A	F	O	R	N
Ethical practices are evident in strategic Plans implementation	16.4(10)	29.5(18)	32.8(20)	16.4(10)	1.6(1)
There is an ability to manage change effectively	14.8(9)	21.3(13)	36.1(22)	24.6(15)	3.3(2)
Some competitive jobs and crisis, divert managers' Attention from implementation of strategies	13.1(8)	27.9(17)	39.3(24)	14.8(9)	4.9(3)
Managers are not able to do leading and directing Properly	6.5(4)	18.0(11)	32.8(20)	34.4(21)	8.2(5)
Leadership and direction provided by Departmental managers is adequate	14.8(9)	47.5(29)	29.5(18)	8.2(5)	0
Key formulators of the strategic decision are Playing an active role in implementation	21.3(13)	37.7(23)	23.0(14)	16.4(10)	0

Key: A = always F = frequently   O = occasionally   R = rarely   N = never

Table 6 indicated that leadership and direction provided by departmental managers is in adequate manner giving a 29.1% while 8.2% indicated that they rarely provide direction. Supporting employee's perception of goals and strategies by the leaders was very high. There was consultation and use of intellectual abilities of employees by leaders.

I. How Information systems contribute to effective strategy implementation

The researcher wanted to establish the contribution of Information system to effective strategy implementation. Factors relating to Information systems were rated as shown in the table 7.

Table7. Contribution of Information systems to effective strategy implementation

Statement	VLE	LE	ME	SE	NE
There is information system for sufficient Control of activities	19.4(12)	43.5(27)	24.2(15)	11.3(7)	1.6(1)
Information systems used to monitor Implementation are adequate	24.2(15)	35.5(22)	22.6(14)	14.5(9)	3.2(2)
Co-ordination is sufficiently effective	14.5(9)	33.9(21)	35.5(22)	12.9(8)	3.2(2)
Activities' coordination are rightly Performed	17.7(11)	33.9(21)	33.9(22)	9.7(6)	3.2(2)
Problems requiring top management Involvement are communicated Early enough	12.9(8)	27.4(17)	41.9(26)	14.5(9)	3.2(2)
The council's strategic plans are effectively Communicated to the staff	12.9(8)	27.4(17)	37.1(23)	19.4(12)	3.2(2)
The implementations of strategic plans are Effective controlled	11.3(7)	35.5(22)	40.3(25)	11.3(7)	1.6(1)

Key: VLE = Very large extent   LE = large extent ME = moderately extent   SE = small extent NE = non extent

Majority of the respondents 62.9% rated the council as moderately successful in strategy implementation. 21.0% rated low success and 16.1% rated it as highly successful. Thus the findings show that the council is moderately successful in strategy implementation.

5. Summary of findings, Conclusions and Recommendations
A. Summary of findings

The findings in this study indicate that male respondents 59.68% outnumbered the female 40.32%.This may be due to the ratio of male to female in the Council. Most of the employee respondents in the Council belong to the ages between 41-45years which is 38.71% and 46-50 years which is 19.35% of the sample studied. There is varied data on education levels in MCM.A small percentage 6.45% of the respondents are graduates; 29.03% have a management course; 35.48% have a diploma; 25.81% have only the KCSE certificate and only 3.23% have the primary level certificate. As concerns effectiveness of strategy implementation in the council, 85.7% agreed that the council is better at formulation of strategic plans than implementing. This clearly shows that there is a gap between formulation and implementation of strategic plans.

The responses obtained from respondents indicate that the following factors contribute positively to effective strategy implementation. These are the organizational structure which contributes up to 58.1%; resources allocation 54.8%; the organizational culture 41.9% which creates the working atmosphere of the employees; the leadership contributes highly to implementation of strategic plans which is 48.3%.For improving skills in the council, staff training and development

contributes 43.5% and information systems contribute 54.8% towards effective implementation of strategic plans. Strategic leadership at MCM was reported as it always determines a strategic direction by 38.7%; establishes a balanced organizational control 33.9%; it often sustains an organizational culture 40.3%; it sometimes emphasises ethical practices 22.6%; it rarely develops human capital and often develops social capital.

B. Conclusions

The study showed that implementation of strategic plans is run slower than the expected stated time. There are occurring unexpected problems which hinder implementation. The top management should be capable of dealing with these problems. The study also found out that there is no proper alignment of resources with the strategic plans of the Council. It also revealed that there is no proper training and instruction given to lower level employees on their areas of operation.

C. Recommendations

The study made the following recommendations for proper implementation of strategic plans at MCM. There should be an independent body to monitor strategy implementation so that it takes the stated time. Alignment of resources should be done properly so as to utilize the skills acquired and make use of the human and physical capital available. Proper training and instruction should be given to the lower level employees so as to be competent in their area of work at the MCM.

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