

STRATEGIC MANAGEMENT PRACTICES AND IMPLEMENTATION OF PROJECTS IN MAKUENI COUNTY GOVERNMENT, KENYA

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ABSTRACT

Strategic management practice and execution is an indispensable part of the strategic management process and is seen as the procedure that transforms the figured system into a progression of activities and afterward results to guarantee that the vision, mission, methodology, and vital destinations of an association are effectively accomplished as arranged. The aim of this study was to establish strategic management practices in implementation of projects at the Makueni county government in Kenya. The specific objectives included the effect of strategy planning, strategy formulation and strategy evaluation on implementation of projects in Makueni County government. The study was anchored on resource based view theory and actor network theory. The researcher adopted descriptive research design in the study. The total target population was 120 from the County consisting of chief officers, directors and head of departments. A sample of 50% was taken in this study which makes the total sample of 60 respondents. Data was collected through the use of questionnaires administered to the respondents. Data was analysed using multiple regression analysis through SPSS software. The analyzed data was presented through frequencies, percentages, charts, graphs and tables in prose-form. The findings of this study would be of significant importance to the top county executives. The study would enable the county executives to appreciate and

understand the importance of effective strategic planning and implementation at the county level. The findings of the study indicated that effective strategy making starts with the formation of a strategic vision which describe where the organization wants to go in future with mean of 4.125 and standard deviation of 1.001, strategic planning was statistically significant $p=0.004<0.05$, each personnel level at Makueni board is educated about the importance of the organization strategy; the mean was 3.923 and standard deviation 1.315, strategy formulation was statistically significant $p=0.000<0.05$, monitoring provides managers and stakeholders with regular feedback with mean of 3.912 and standard deviation of 1.002, strategy evaluation was significant $p=0.002<0.05$. The study concludes that strategic planning statistically influences implementation of projects, strategy formulation has significant effect on implementation of projects, and strategy evaluation is a significant factor affecting implementation of projects. The study recommends that the top management of all the 47 county governments in Kenya should communicate strategic vision in clear, exciting terms that arouse organization wide commitment. The top management of county governments in Kenya should choose among alternative strategies and to pursue approaches.

Key Words: *strategic management practices, implementation, projects, Makueni County government, Kenya*

INTRODUCTION

Organizations that actively engage in strategic management outdo those that fail to use it in the overall performance. The fulfilment of a suitable match or fit between an association situation and its methodology, structure and procedures effects affects the association's performance. According to (Pearce & Robinson, 2007) an organization cannot apply spontaneous systems once it turns out to be vast, has layers of administration, or its condition changes generously. Organisational managers should be willing and ready to adapt to new occurrences in the process of strategic management. This is as a result of the various challenges that organizations face either during formulation or implementation of strategies. They must therefore be ready to cope with these challenges, to ensure their efforts bear fruits.

The continued existence of an organization is guaranteed by the organizations interaction to its environment. An organization needs to understand its environment more so when the environment is turbulent. The position that an organization will take in reaction to this turbulence is paramount. It requires a good sense of direction and involvement by the management and various employees in an organization. Strategic management thus, comes in to enable management to attain its set objectives. It seeks to coordinate and integrate the various functional areas in a business so as to achieve the desired goals (Hussey, 2010).

Strategic management is the process of invention, implementation and evaluation of strategy in an organization. It relates to the position a firm takes in line with the environment it is in to ensure continuous success in operations. It is a progressing procedure of guaranteeing an intensely predominant fit between the relationship and its consistently evolving condition (Teece, 1984). This process must be identified, communicated and documented in the organization so as to achieve goals set up by the stakeholders of an organization. Proper strategic management practices enable the organization to avoid a mismatch with the environment; it gives a connection between an association and its condition and should be steady with the objectives, values, the outer condition, assets and authoritative structures and frameworks (Ansoff & McDonnell, 2015).

Organizations, whether large or small need strategic management to enable them to align themselves to changes in the environment and come up with ways to ensure continuous survival and development in the environment. According to (Porter 1980), Organizations are characterized by increasingly unstable politics and negative economic growth, stiff competition, customer tastes and preferences which constantly change and enhanced technological innovativeness that make planning in the traditional sense no longer possible. Through strategic management approach, an organization must be able to modify plans to fit in the turbulent environment in order to maintain or exceed performance (Rosen, 2005). In developing countries, strategic management is influenced by practice in developed nations. (Hussey, 2010) was for the

view that environmental differences across countries affect the way strategic management is practiced.

Strategic Management Practices

Key administration is the strategy and approach of indicating an association's goals, making courses of action and plans to fulfil and accomplish these objectives, and allotting assets in order to execute the strategies and plans. As such key administration can be viewed as a mix of procedure detailing, execution and assessment (Coulter, 2005). Among the normal key administration speculations noted and material are the benefit based hypothesis, the organization hypothesis and the possibility hypothesis.

Strategic management has of late been utilized by most organizations to position them competitively in an ever changing and turbulent environment. This is gaining popularity in both the profit making and not for profit making organizations (Hunger & Wheelen, 2008). A successful strategic management process enables the organizations in the public sector to efficiently and effectively utilize the donor funds and at the same time meet the demanding needs of the beneficiaries. As an idea, strategic administration is worried about settling on choices and taking restorative actions to accomplish long haul targets and objectives of an organization. Generally strategic administration practices can improve efficiency in various organizations. Managers continue to struggle for perfect change management practices, as many continue to report alarming failure rates. The public sector, just like organisms, must be “adept at adapting” or they may not accomplish their goals in the arrangement of administrations of services to general society (Carnall, 2007).

The Kenyan Constitution 2010 brought forth the now devolved government that involves the National Government and 47 County Governments with a point of conveying the administration nearer to the grassroots. The constitution additionally illuminates the parts and obligations regarding the three arms of government; the executive, the legislature and the judiciary who each freely get ready and present their individual budget plans to parliament. With appropriate implementation, devolution is set to decentralize both political and monetary authority from national government to the county governments. This is intended to advance responsible and democratic exercise of power and guaranteeing impartial sharing of national and local resources (African Development Bank Report, 2008). As institutions, the County Governments are faced with an increasingly competitive environment which requires an adoption of strategic management. National government requires greater accountability of their resources and the community is becoming more aware of their needs and is demanding better services from the county government.

Procedure usage is characterized as a progression of interventions regarding authoritative structures, key work force activities and control frameworks intended to control execution to

desired ends (Hebbinak, 2005). According to (Nobble, 2009) sees framework use as a method that changes designs decisively and (Douglas, 2013) and (Lynch, 1997) see method use as synonymous with execution of the key course of action. This point of view of system usage is limited as it tumbles to perceive the new thought of the tremendous methodology related with the execution of the procedure. As showed by (Otsieka, 2009) states that strategies if not realized and executed may lose their meaning. Making and executing strategies is the total aggregate of managing business environment. Past studies have affirmed that once strategies have been produced, they should be executed generally otherwise good ideas would keep on being of no great.

Project Implementation

Compelling undertaking usage or basically, venture achievement can be measured on the premise of time, cost and quality (execution), ordinarily known as the triple requirement. These three variables represent the Key Performance Indicators (KPIs). To determine whether an undertaking has been adequately executed, or even better, if the task has been fruitful, one needs to backpedal to the underlying venture objectives of time, cost and quality (execution) and have the capacity to gauge the degree of their individual accomplishment.

Kimalu (2011) noted that project implementation in the public entities generally lack clear policies to guide the process and encourage suppliers who can do business with them. For instance, the existing guidelines discourage supplier development and collaborations due to the short term nature of most corporations. Secondly, the payment procedures for goods supplied and work done takes long time to be made thus exposing procurement performance to a very high risk. To implement its projects, Makueni County government is committed to efficient and effective application of strategic management practices to the satisfaction of projects.

Makueni County Government

Makueni County (earlier Makueni District) is an area in the previous Eastern Province of Kenya. Its capital and biggest town is Wote. The district has a populace of 884,527 (2009 census) and an area range of 8,008.9 km. Makueni County covers an area range of 8,034.7 sq km with an anticipated populace of more than 0.9 million individuals. It geographically outskirts Kajiado County toward the West, Taita Taveta County toward the South, Kitui County toward the East and Machakos County towards the North. The region lies in the arid and semi-arid zones of the Eastern area of the nation. Major physical highlights in the district include the Volcanic Chyulu slopes which lie along the South West fringe of the County in Kibwezi West constituency, Mbooni slopes in Mbooni sub-county and Kilungu slopes in Kaiti sub-county. The County is partitioned into six sub-counties to be specific: Makueni, Mbooni, Kaiti, Kibwezi East, Kibwezi West and Kilome. Notwithstanding the political difficulties being experienced by the County,

various projects are under way ranging from infrastructural development, human resource development to system development for the entire county.

STATEMENT OF THE PROBLEM

In Kenya, strategic management practices in the public sector were introduced in 2003 through a gazette notice by the government leading to the introduction and implementation of performance contracts in the Public Service (GoK, 2003). Execution goes for accomplishing operational adequacy which in a more extensive sense alludes to various practices that enable an association to better use its resources. The national government requires county governments to rethink how they do business, assess the implications of duplication of services, to better define or narrow their niche and to increase collaboration when possible (GoK, 2003; Obongo, 2009). At the county government level, strategic management practices incorporate strategic analysis, strategic formulation, strategic implementation and strategic evaluation. Makueni County government operate a highly turbulent environment and must strategically position themselves to adapt to the constant changes in their public service delivery to the citizens. The county government of Makueni, like any other public office, is required to operate under the results based management system of which performance contracts are a major component. The county is under pressure to improve service delivery through adoption of modern strategic management practices and therefore this study seeks to find out what strategic management practice Makueni county government has adopted in implementation of projects. Various studies have been done on strategic management practices and implementation of projects. However, while international studies reviewed were able to show the relationship between strategic management and implementation, local studies are unable to show the relationship. (Lawal et al., 2012) considered the impact of key strategic management on hierarchical execution and discovered proof that selection of strategic management procedures enhanced authoritative performance. (Heugens, 2003) studied strategic issues management and organizational outcomes among Dutch nourishment firms and found that execution of issues administration exercises by firms that were presented to societal or political dilemmas altogether and decidedly affected hierarchical result factors. Machuki and Aosa, (2011) examined the influence of the external environment on the implementation of projects of publicly cited companies in Kenya. The study found that varying degrees of external environmental had influence in the companies' strategic decision making even though the effect on corporate performance were statistically not significant. All these studies were unable to show that strategic management practices led to improved implementation of projects. This study therefore sought to bridge the knowledge gap in the study and hence it seeks to investigate the influence of strategic management practices on the on implementation of projects in Makueni County Government, Kenya.

GENERAL OBJECTIVE

The primary objective of the study was to examine how strategic management practices influence implementation of projects in Makueni County Government, Kenya.

SPECIFIC OBJECTIVES

1. To establish influence of strategy planning in implementation of projects in Makueni County.
2. To evaluate the relationship between strategy formulation and implementation of projects in Makueni County.
3. To establish influence of strategy evaluation in implementation of projects in Makueni County.

THEORETICAL REVIEW

The Resource-Based Theory

This hypothesis joins ideas from hierarchical financial aspects (Barney, 1991). The competitive advantage in this theory depends on the challenges of implementation of an organization (Johnson et al, 2008). Natural resources of high ground, for instance, budgetary and characteristic assets and advancing in technology has been known to improve performance. Resource based theory argues that the basis of some resources can be duplicated (Pfeffer 2014). The theory has been criticized by some researchers who have concluded that resources which are seen as important resources, uncommon and said to be the origin of competitive advantage has not been deductively demonstrated (Raps, 2005).

Barney's (1991) resource based view mirrors the way that competitors may not perform at a level seen as significant survival for stabilized organizations in the market since they don't have the ordinary advantages for performance that makes a risk and threats. A connection ought to abuse existing business openings utilizing the present assets while making and building up another strategy of focal points to keep up its forcefulness later on broadcast conditions; thus, an alliance ought to be required with asset association. There is constantly high shortcoming in the earth and for relationship to survive and remain before conflict, new resources wind up being basic (Culprit et al, 2008) key organizing technique will give the alliance the normal chance to take a gander at nature reasonably and can get ready for any outcome that may affect the plans in this way then again influencing organisation the performance.

Actor Network Theory (ANT)

This is basic principle in strategy and implementation. ANT insect shows up relevant preparedness to recognize effects of essential planning practices in organization considering all

elements of the environment, stakeholders and the procedure and the purpose of actors known before embarking on strategy implementation, this can be achieved by enabling the actors through looking into details of the organizations they manage. ANT is designed in a way that is able to illustrate eventually in integrating all key strategic technique seen as "a plan of various products" (Douglas, 2003) having been socially put together by unique systems knowing key strategic concerns of the organization, to know is to keep each one of these segments in action plan, given that demand isn't given however is constantly an eminent method (Hax, 1990). In the meantime, by concentrating on-screen characters and the affiliations they follow (or not) ANT is appropriate to the errand of recognizing how and to what degree vital arranging practically speaking is comprehensive, participatory, and majority rule.

EMPIRICAL REVIEW

The Strategic Planning Process and Implementation of Projects

The strategic planning process which can be casual or formal includes setting dreams and missions, targets and objectives; lighting up methodologies and principles; and filtering for conditions, risks, qualities and weaknesses (SWOT). Having a sensible vision is one of the fundamental parts of being powerful in a forefront business, a balanced experience for the future in light of a market-arranged approach and building focus capacities of the affiliations concerned. On account of working up another business or reformulating bearing for an advancing association or foundation, the essential targets, qualities and techniques for knowledge which will shape an affiliation's crucial position must be settled (Kanyuira, 2010). The mission guides future management action. Thusly a firm's mission can be portrayed as the focal, uncommon reason that isolates a business from various firms of its sort and perceives the degree of its operations in products and market terms (Kanyuira, 2010). The indispensable estimation of a mission statement is the detail of organizational purposes of the firm and which similarly outfits managers to pursue organization targets above individual, secondary and basic needs.

As (Lynch, 2007) notes, long term goals are the outcomes a business tries to accomplish over a predefined timeframe, normally five years. Seven normal long term goals he portrays are; benefit, efficiency, focused position, worker advancement, representative relations, mechanical initiative and open duty. These and some other term targets ought to be satisfactory, adaptable, and quantifiable after some time, propelling, appropriate, reasonable and achievable. Arrangement and procedure must be handled in general process which should be overseen and checked on all the time. Goals could be short term and, medium-term or long term.

Strategic planning includes deliberately breaking down the outside condition, in light of the fact that the earth continues changing and calls for new hierarchical systems (Beal, 2006). The point is to create a reported photo of the most critical ecological improvements around which the association must figure its future objectives, methodologies, structures and frameworks. Second,

the inside output or appraisal of the interior condition of the association includes recognizable proof of its qualities and shortcomings, that is, those perspectives that assistance or upset achievement of the association's central goal and satisfaction of its command concerning work force, assets, machinery and processes (Lynch, 2007). A SWOT examination is directed with a spotlights on the inward and outside conditions, looking at qualities and shortcomings in the inside condition and openings and dangers in the outer condition.

Strategy Formulation and Implementation of Projects

Hax and Majluf, (2006) battle that methodology definition is one of the two noteworthy cycles in strategic management that expected to outline the key issues of a firm through a successive inclusion of corporate, business and practical points of view. The procedure would influence the second cycle of vital and operational planning those arrangements with the last definition and ensuing union at corporate level of the financial plans for every one of the organizations and elements of the firm. The monetary allowance constitutes the honest to goodness yield of this procedure, since it represents the duties for technique usage.

As per (Hax and Majluf 2006), there are fundamentally two schools of administration relating to technique detailing. One school depends intensely on formal-investigative process while alternate embraces a power-behavioural way to deal with procedure plan. Those favouring the previous approach tend to advocate the utilization of formal arranging frameworks, administration control and steady reward systems to build the nature of key basic leadership (Ansoff and McDonnell, 2010). They see system detailing as a formal and trained process prompting an all-around characterized association wide exertion went for the entire particular of corporate, business and utilitarian procedures. The last lays on the behavioural hypothesis of the firm, and accentuates various objective structures of firms, the legislative issues of vital choices, official dealing and arrangement (Hax & Majluf, 2006).

Strategy Evaluation and Performance of Projects

Monitoring is portrayed as a procedure with work that focuses on a very basic level to give the organization and essential accomplices of a nonstop mediation with early indications of progress, or lack in that division, in the achievement of results. Assessment is surveying as efficiently and equitably as conceivable a continuous or finished task, program or approach. A continuous mediation may be an undertaking, program or other sort of help to a result. It furnishes directors and partners with standard input on program execution (UNDP, 2002). Evaluation gives a judgment in view of evaluations of importance, propriety, adequacy, productivity, effect and supportability of improvement endeavours. It includes a thorough and efficient process in the outline, examination and understanding of data to answer particular inquiries. It features both expected and unintended outcomes, and gives key lessons to direct leaders and educate partners. Despite the fact that checking can give basic contributions to assessment by method for

methodical accumulation of information and data, yet an assessment framework serves a corresponding yet particular capacity from that of an observing framework inside an execution administration structure (Jody & Ray, 2002).

Strategy Implementation and Implementation of Projects

Different authors have taken a gander at the problem of usage, particularly as it identifies with methodology with (Pfeffer, 2006) remarking that execution is a standout amongst the most troublesome business challenges confronting the present supervisors. They say that a procedure is on a par with its usage. (Ungerer et al. 2007) propose a cycle that must be taken after to empower the usage of vital plans. The stages included are an assessment of current position and a comprehension of potential fates, the improvement of different choices and decisions, definition of a powerful technique engineering and implementation.

Mintzberg (2008) contended that it relied upon what one's view was on procedure. He doubted whether technique definition started things out before execution or the other way around. In his view, one's point of view on system incredibly impacted how one saw execution. (Raps 2005) concluded that due to its complexity in process, strategy implementation substantially requires a lot of time, thus the delay or lack of implementation.

The accomplishment of the usage exertion relies upon the level of duty and inclusion of centre directors. Regularly the contribution of the centre directors' information is thought little of in technique plan and it isn't shocking that a study by Kaplan & Norton (2008) noted that only 5% of the organization work forces were aware of the organization processes and procedures of operation. Miniace & Falter (2006) expressed that correspondence emerges as the key achievement factor with regards to procedure execution. It is basic for an association to build up a far reaching correspondence design keeping in mind the end goal to enhance the achievement rate of its execution program.

Miniace & Falter (2006), notes that an organization should come up with a new organogram where social considerations, organization's needs, human resource issues can be addressed. They see execution being a limit less arrangement of exercises cooperating to accomplish the change required. Dubiousness of the task of obligations and duties regularly brings about disappointment. Miniace & Falter (2006) contend that representatives tend to conceptualise in their own area of expertise organisations and structures need to guarantee a cross-utilitarian exertion so as to enhance their execution designs. A definite arrangement itemizing exercises and who is dependable avoids control battles amongst offices and inside chains of importance.

RESEARCH METHODOLOGY

Research Design

This study adopted descriptive survey to make assertions on how strategic management practices influence implementation of government projects in Makueni County Government. As per Mugenda and Mugenda (2003) the motivation behind expressive research is to decide and report the way things are and it helps in building up the flow status of the populace under examination and are valuable for depicting, clarifying or investigating the current status of at least two variables.

Target Population

As per (Ngechu 2004), a population is a group of people sharing the same features, occasions, components, administrations, gathering of things or family units that are being researched. In this examination, the target population was made up of 120 respondents who included Chief Officers, Directors and Head of Departments.

Sample Design

This outlines the method used to sample the population (Cooper & Schindler, 2003). Purposive sampling was carried out to arrive at the relevant respondents who are selected from the entire population. Mugenda and Mugenda (2003) 30% sample is good enough to represent a target population. From the above populace, 30% of the population was chosen from each group in extents that each group represents the study population. This created a sample of 36 respondents which the study looked for data from.

Data Collection Instrument

The investigation gave questionnaires to every individual from the sample population. The survey applied a semi-structured with both closed and open ended questions. The closed ended questions were utilized to test the rating of different qualities and these aides in reducing the number of related answer with end goal to acquire more changed reactions. The open-ended inquiries gave extra data that would not have been gotten in the structured questions.

Data Collection Procedure

Data collection procedures are strategies employed in research to ensure credible, valid and reliable data is obtained to inform the research findings (Kothari, 2004). The investigation directed the survey separately to all respondents. The study took care and controls to ensure all questionnaires issued to the respondents are filled; the investigation kept up a select of reviews,

which were sent, and which were gotten. The overview was overseen using a drop and pick later method.

Data Analysis

The researcher collected qualitative data. Descriptive statistics were utilized to break down the information. Quantitative information gathered was broken down by the utilization of SPSS measurements utilizing SPSS and introduced through rates, implies, standard deviations and frequencies. The data was shown by utilization of bar charts, diagrams and pie graphs and in prose-form. This was completed by counting up reactions, registering rates of varieties accordingly and additionally portraying and translating the information in accordance with the investigation targets and suspicions through utilization of SPSS to impart look into discoveries. Likewise, the examination led a different regression analysis. The multiple regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where: Y = Implementation of Projects; B_0 - intercept coefficient; ε_i - error term (extraneous variables); X_1 - Strategic planning; X_2 - Strategy formulation; X_3 - Monitoring and evaluation; $\beta_1, \beta_2,$ and β_3 = regression coefficients

RESEARCH RESULTS

The purpose of the study was to determine how strategic management practices influenced implementation of projects in Makueni County Government, Kenya. The study was anchored on the following specific objectives: to establish influence of strategy planning in implementation of projects in Makueni County; to evaluate the relationship between strategy formulation and implementation of projects in Makueni County; and to establish influence of strategy evaluation in implementation of projects in Makueni County. The study was informed by the Resource Based View Theory and the Actor Network Theory (ANT). The study collected primary data using semi-structured questionnaires.

Strategic Planning

The first objective of the study was to establish influence of strategy planning in implementation of projects in Makueni County. The study established that effective strategy making starts with the formation of a strategic vision which describe where the organization wants to go in future with mean of 4.125 and standard deviation of 1.001, at Makueni board various analytical tool like SWOT and PEST are used to measure organization performance with mean of 3.912 and standard deviation of 1.231, organizational goal at Makueni board are vital for organizational activity and guidance for establishing the metrics to measure progress with mean of 3.777 and standard deviation of 0.612, strategic planning generally produces better alignments and

performances than does trial and error learning with mean of 3.721 and standard deviation of 1.041 and in Makueni board corporate vision outlines the desired future at which the organization hopes to arrive with mean of 3.613 and standard deviation of 0.761. From the regression analysis results, strategic planning was statically significant $p=0.004<0.05$.

Strategy Formulation

The second objective of the study was to evaluate the relationship between strategy formulation and implementation of projects in Makueni County. From the findings, each personnel level at Makueni board is educated about the importance of the organization strategy; the mean was 3.923 and standard deviation 1.315, Makueni board frames the key strategic issues of a firm through a sequential involvement of corporate, business and functional perspectives had a mean of 3.812 with standard deviation of 0.921 and on whether strategy formulation ensure complete specification of corporate, business and functional strategies, the mean was 3.512 with standard deviation of 1.032. From regression analysis, the study found out that strategy formulation was statistically significant $p=0.000<0.05$.

Strategy Evaluation

The last objective of the study was to establish influence of strategy evaluation in implementation of projects in Makueni County. The findings of the study indicated that monitoring provides managers and stakeholders with regular feedback with mean of 3.912 and standard deviation of 1.002, performance-based monitoring and evaluation system requires skills and motivation with mean of 3.712 and standard deviation of 1.001, the organization use performance-based monitoring system with mean of 3.510 and standard deviation of 0.902. Regression analysis results indicated that strategy evaluation was significant $p=0.002<0.05$.

REGRESSION ANALYSIS

The study sought to examine how strategic management practices influence implementation of projects in Makueni County Government, Kenya. The researcher used multiple regression analysis to establish relationship between the study variables. The findings are shown in subsequent sections.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.8601	.7397	.7121	2.15934

From the Model Summary above, the value of coefficient of correlation R is 0.8601 which indicates that there was a strong positive correlation between the study variables. Coefficient of

determination R square 0.7121, showing that 71.21% change in change in strategy implementation is explained by the independent variables of the study.

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.76	3	11.587	21.790	.000
Residual	12.23	23	0.532		
Total	46.99	26			

At 5% level of significance, the value of F critical is 3.03 while F calculated is 21.790. Since F calculated is greater than F critical, this shows that the overall regression model was significant in determining the relationship between the variables of the study.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.478	1.124		1.315	.012
Strategic Planning	.139	.164	.157	.849	.004
Strategy formulation	.064	.163	.077	.396	.000
Strategy evaluation	.342	.218	.303	1.566	.002

The established regression equation becomes:

$$Y = 1.478 + 0.039X_1 + 0.064X_2 + 0.342X_3$$

Where: Y = Implementation of Projects; X1 = Strategic planning; X2 = Strategy formulation; X3 = strategy evaluation

From the findings of the regression analysis if all factors (strategic planning, strategy formulation and monitoring and evaluation,) were held constant, implementation of projects would be at 1.478. A unit increase in strategic planning would lead to a unit increase in implementation of projects by 0.084. A unit increase in strategy formulation would lead to a unit increase in implementation of projects by 0.164. A unit increase in monitoring and evaluation would lead to a unit increase in implementation of projects by 0.166.

With regard to significance at 0.05, the study found out that strategic planning was statically significant $p=0.004 < 0.05$; strategy formulation was statistically significant $p=0.000 < 0.05$ and strategy evaluation was significant $p=0.002 < 0.05$. According to (Jody & Ray, 2002), evaluation gives a judgment in view of evaluations of importance, propriety, adequacy, productivity, effect

and supportability of improvement endeavours. It includes a thorough and efficient process in the outline, examination and understanding of data to answer particular inquiries.

CONCLUSIONS

The study concludes that strategic planning statistically influences implementation of projects. Effective strategy making starts with the formation of a strategic vision which describes where the organization wants to go in future. At Makueni board, various analytical tool like SWOT and PEST are used to measure organization performance. Organizational goal at Makueni board are vital for organizational activity and guidance for establishing the metrics to measure progress. Strategic planning generally produces better alignments and performances than does trial and error learning.

The study further concludes that strategy formulation has significant effect on implementation of projects. Each personnel level at Makueni board is educated about the importance of the organization strategy. Makueni board frames the key strategic issues of a firm through a sequential involvement of corporate, business and functional perspectives. Strategy formulation ensure complete specification of corporate, business and functional strategies..

The study also concludes that strategy evaluation is a significant factor affecting implementation of projects. Monitoring provides managers and stakeholders with regular feedback. Performance-based monitoring and evaluation system requires skills and motivation. The organization use performance-based monitoring system.

RECOMMENDATIONS

The study recommends that the top management of all the 47 county governments in Kenya should communicate strategic vision in clear, exciting terms that arouse organization wide commitment. Participants in strategic planning process in county governments should have awareness of alternative strategic options. Planning should incorporate all stakeholders from top to the bottom to give people a sense of ownership on plans.

The study also recommends for sufficient funding of county governments in Kenya by the national government and other donors so as to effectively implement and strengthen project monitoring and evaluation system in order to allow the organization to modify and make adjustments to the implementation processes for achievement of desired results and outcomes. All county governments in Kenya should develop employee evaluation systems.

The study further recommends that top management of county governments in Kenya should choose among alternative strategies and to pursue approaches. County governments should also clearly establish or strengthen strategy formulation boards to ensure that previous experiences are captured and used to formulate future strategies.

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