



**AN INVESTIGATION INTO CHALLENGES FACING THE  
IMPLEMENTATION OF STRATEGIC PLANS IN LOCAL AUTHORITIES IN  
KENYA: A CASE OF MUNICIPAL COUNCIL OF ELDORET**

**BULUMA PETER INGANGA**

**ELD/B/M.A-GE/511/02113**

**A research project submitted in partial fulfillment for the Degree of Masters in  
Governance and Ethics of Mount Kenya University**

**Mount Kenya University  
NAIROBI CAMPUS LIBRARY**

**October 2012**

**Mount Kenya University  
NAIROBI CAMPUS LIBRARY**

### Abstract

The study sought to determine challenges facing the implementation of strategic plans in Local Authorities in Kenya with a focus on the Municipal council of Eldoret. It therefore, sought to determine effects of human resource related factors, financial, institutional and environmental related factors affecting the implementation of the Municipal council of Eldoret strategic plan. The study sought to answer the following questions; what are the effects of human resource related factors, financial, institutional and environmental factors affecting the implementation of the Municipal council of Eldoret strategic plan? The study was guided by Penrose (1959) Resource Based Theory, and it also adopted the use of a descriptive research design. The target population for the study was a total population of 836 employees, where 254 respondents were selected for the study sample through purposive, stratified and snowball sampling. Data collection was done by the use of questionnaires and interview schedules and the data analyzed by the aid of Statistical Package of Social Scientists Program (SPSS). The results of the study generated information that is very essential to both the Central and Local Governments, and private sectors to be able to position and deal effectively with the challenges that may be faced during the implementation of strategic plans. A total of 254 questionnaires were distributed, 220(86.6%) were returned as 34(13.4%) were not returned, therefore, leading to a return rate of 86.6%. The findings were summarized using statistical measures of central tendency, measures of dispersion and asymmetry. Based on the study findings it was concluded that Municipal council of Eldoret faced challenges in the implementation of her strategic plan. This included human resource related factors, such as inadequate employee training, inadequate information, and inadequate employee participation in decision making and in the implementation of the strategic plan and limited number of employees. On financial related factors, it was concluded that there were factors such inadequate allocation of funds, narrow taxing powers, inadequate capacity to yield revenue, shortfall in capacity and technical expertise to handle expenditure responsibilities and insufficient financial systems which affected the implementation of the strategic plan. While on institutional related factors, it was concluded that there was inadequate technical resources, insufficient management systems, and limited control over the implementation of the strategic plan by the council, insufficient management approaches and inadequate support from the central government. On environmental related factors, it was concluded that the council faced environmental challenges, socio-cultural challenges, economic challenges, political interference and technological challenges in her endeavor of implementing her strategic plan. The study recommended that the Municipal council of Eldoret should train its employees on issues focusing on strategic plans, provide its employees with adequate information about her strategic plan, involve its employees in decision making, allocate enough funds, recruit enough expertise, review its management strategies, provide adequate technical resources and a friendly working environment.