

**DETERMINANTS OF IMPLEMENTATION OF COUNTY INTEGRATED
DEVELOPMENT PLAN IN DEVOLVED GOVERNMENT UNITS IN
KISII COUNTY KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT FOR
THE AWARD OF MASTER IN BUSINESS ADMINISTRATION DEGREE
IN STRATEGIC MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

JUNE 2024

DECLARATIONS AND APPROVAL

DECLARATIONS AND APPROVAL

Declaration by the Student

This research project was my original work and has not been presented for the award of Degree or Diploma in any other University.

Signature.......... Date...17/05/2024.....

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Approval by the Supervisor

This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I wish to dedicate this this work to all those Kenyans who, irrespective of their positions have rendered excellent and faithful services to our country.



ACKNOWLEDGEMENT

Am greatly indebted to a number of people who have made great contributions towards successful writing of this research proposal and at the risk of advertently omitting someone; I would like to acknowledge my supervisor Dr. Kennedy Okemwa Nyariki for his constant encouragement and advice during the development of this proposal.



ABSTRACT

The 2010 Constitution of Kenya aimed to decentralize power and bring services closer to citizens through devolution. However, this new governance structure faced numerous challenges, leading to widespread concerns about the execution of integrated development plans by county governments, including the Kisii County Government. The purpose of this study was to assess factors influencing implementation of County Integrated Development Plan in Kisii County Government. The specific objectives of the study were ; to establish the influence of financial-related factors on implementation of the County Integrated Development Plan (CIDP); to examine the influence of human resource-related factors on implementation of the County Integrated Development Plan (CIDP); to analyze the influence of leadership-related factors on implementation of the County Integrated Development Plan (CIDP); and to establish the influence of organizational culture-related factors on implementation of County Integrated Development Plans in Kisii County Government. This study was based on Resource-Based View Theory, Electric Implementation Theory and Human Attribution Theory. The study adopted three designs which included descriptive, qualitative and quantitative research design. The study was carried out in Kisii County. The study targeted 119 senior county government officers who included 10 County Executive Committee Members, 14 County Chief Officers who report to CECs, 40 directorates of the respective functional sections or departments of the Kisii County Government, 45 Members of Kisii County Assembly and 9 Sub-County Administrators. The researcher adopted census sampling technique yielding to a sample size of 119 respondents. The researcher adopted a questionnaire and interview guide. A self-administered questionnaire containing open-ended and closed questions was used to obtain primary data. Quantitative data was analyzed using descriptive and inferential statistics. Qualitative data was subjected to content analysis involving the analysis of emerging themes while critically establishing patterns of relationships among the responses. The study found that resource allocation, human resource leadership factors and organizational culture positively and significantly impacted CIDP implementation. However, leadership or management style had only a marginal influence on CIDP implementation. The study the county government should prioritize and ensure sufficient resource allocation to the appropriate channels responsible for ensuring the successful implementation of CIDP.

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LIST OF ABBREVIATIONS AND ACRONYMS

SPSS	- Statistical Package for Social Sciences
MOE	- Ministry of Education
UNESCO	- United Nation Educational Scientific and Cultural Organization
KCSE	- Kenya Certificate of Secondary Education
USA	- United States of America
CIDP	- County Integrated Development Plan
IDP	- Integrated Development Plan
ESP	- Economic Stimulus Package
GoK	- Government of Kenya
GDP	- Gross Domestic Product
MTP	- Medium Term Plans
MCA	- Member of County Assembly
LDE	- Lower Cadre Employee
GCU	- General Cadre Employees
EMU	- Efficiency Monitoring Unit
SD	SD

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The establishment of County Governments in Kenya was a significant event that followed the promulgation of the Constitution of Kenya in 2010. This constitution introduced a dual system of governance, encompassing national and devolved county governments. This change necessitated a new approach to development planning, redistributing political authority and economic resources from the central hub in Nairobi to rural counties. As a result, 47 county governments and the Senate were formed after the General Election on March 4, 2013, as part of the broader strategy for devolution (Kenneth, 2014).

Devolution empowered County Governments to create innovative models tailored to their specific needs, enabling them to set their own governance priorities and autonomously allocate resources and expenditures. This approach was seen as a means to address issues such as regional disparities, poverty, and corruption through effective and efficient local governance capable of executing devolution strategies (Apiyo & Mburu, 2014).

Every county creates a five-year strategy to direct growth, known as the CIDP (Mattson & Hickok, 2018), and it was an essential component of the new framework. All county budgets are required to be in sync with their strategic plans under the 2012 Public Finance Management Act. Enhancing citizen quality of life and supporting devolution objectives, the CIDP aims to increase collaboration between national and local administrations. The production of yearly budgets, including development plans, county fiscal strategy papers, and budget projections, is to be informed by integrated development planning, as stipulated in the County

Government Act of 2012.

The integrated development planning process emphasizes community engagement, ensuring that development initiatives reflect the needs of citizens. This process includes public participation and stakeholder engagement, addressing essential services such as job creation, infrastructure, healthcare, education, business support, and recreational facilities. This holistic approach underscores the role of both local and national governments in fostering community development (Mbambisa, 2014).

The CIDP aims to create synergy between various development projects and budget allocations, ensuring that both internal (within county departments) and external (between different levels of government) coordination are achieved. This strategy promotes sustainable, integrated communities by providing comprehensive services, acknowledging that fragmented development is insufficient for community growth (Mbambisa, 2014).

Implementing a consistent strategy poses a significant challenge for management teams, as noted by Hrebiniak (2006). A study by La Vincente et al. (2013) in the United States found that the process of translating strategic goals into actionable plans is influenced by numerous factors and often requires a blend of art and science. Historically, the field of strategy implementation has been viewed as fragmented and eclectic.

Strategic planning is defined by Greenberg and Baron (2010) as the steps taken by an organisation to attain its goals via the formulation, implementation, and evaluation of choices. Similarly, Smith (2013) defines strategic planning as the process of ensuring an organization's success via the art and science of making cross-functional choices in marketing, operations, research, finance, and management. Smith argues that a company may acquire and keep a competitive advantage with the use of a well-

thought-out strategic strategy. It helps team members work together towards a single objective and enables the company to adjust to new circumstances by analysing performance. Finding a balance between internal resources and external possibilities and dangers is the bedrock of strategic planning (Otache & Mahmood, 2015).

Over the years, the government of Kenya has devised a number of strategic development plans in an attempt to spur economic growth. Among them, you may find the 2009–2010 ESP, the CIDP for 2013–2017, and the Recovery Strategy for Wealth Creation and Employment (2003–2007). Kenya Vision 2030 is put into action via a series of MTPs that last for five years, and the CIDP is meant to bolster those aims. In line with the economic objectives of Kenya Vision 2030, each MTP is anticipated to help counties attain an average GDP growth rate of 10% per year.

1.2 Statement of the Problem

The implementation of devolution goals in Kenya has been the primary responsibility of county governments, which are tasked with ensuring that services reach all constituents within their jurisdictions. By transferring authority and funds from the federal to the state and local levels, devolution brought about a decentralisation of power. County governments were compelled to participate in strategic planning due to this change (GOK, 2012). County Performance Management Plans, County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and the CIDP are among the important plans that every county is required to create according to the County Government Act of 2012. Approved plans must cover different elements of development and serve as the basis for yearly budgets.

A county executive and an assembly make up the county government's organisational framework. The legislative arm of a county government is the

assembly, while the executive branch is in charge of carrying out initiatives. It is imperative that all county governments decentralise their operations and service delivery as much as feasible. Development activities are guided over a five-year period by the CIDP, a strategy plan that all counties create (Mattson & Hickok, 2018). It serves as a comprehensive framework outlining development programs and projects, thus becoming a critical reference document in the county budget preparation processes. No county government's management and administration will be complete without the CIDP (Kenya Devolution, 2015).

Organisations cannot succeed without well-executed strategic plans (Lorette, 2016). The strategy planning process is not complete without implementation. For organizations to navigate environmental challenges successfully, well-formulated strategies must be executed at all levels (Thompson & Strickland, 2011). Even the most well-thought-out strategies cannot ensure the achievement of strategic objectives without proper implementation. Like any other organizations, county governments face numerous challenges in strategy execution. Over the past two terms (2013-2017 and 2018-2022), many counties, including Kisii County, have struggled to implement their County Integrated Development Plans effectively, leading to public dissatisfaction, particularly regarding the execution of projects and programs outlined in the CIDPs.

Finding out what makes Kisii County integrated plans work is the main goal of this research. Understanding these factors is crucial to addressing the challenges faced in the strategic execution of development plans and improving the overall efficiency and effectiveness of county governance.

1.3 Purpose of the Study

This research set out to answer the question, "What factors impact the implementation of Kisii County Government's County Integrated Development Plan.

1.4. Objectives of the Study

The specific objectives of the study were

1. To establish the influence of financial-related factors on implementation of the County Integrated Development Plan (CIDP) in Kisii County Government.
2. To examine the influence of human resource-related factors on implementation of the County Integrated Development Plan (CIDP) in Kisii County Government.
3. To analyse the influence of leadership-related factors on implementation of the County Integrated Development Plan (CIDP) in Kisii County Government
4. To establish the influence of organizational culture-related factors on implementation of County Integrated Development Plans in Kisii County Government.

1.5. Research Questions

The research questions for this study were :

1. Did financial-related factors influence implementation of the County Integrated Development Plan (CIDP) in Kisii County Government?
2. What was the influence of human resource-related factors on implementation of the County Integrated Development Plan (CIDP) in Kisii County Government?
3. What was the influence leadership-related factors on the implementation of

the County Integrated Development Plan (CIDP) in Kisii County Government?

4. How did organizational culture- related factors affect the implementation of County Integrated Development Plans in Kisii County.

1.6. Significance of the Study

Managers at the county level, those responsible for implementing strategies, government agencies, and financial partners are all external parties who stand to benefit much from this research.

Managers and strategists in county governments may learn a great deal from public feedback on their dedication to and approach to executing CIDPs. Better strategic planning and implementation may be guided by these insights, leading to more effective achievement of the CIDPs' stated goals.

External government agencies, such as the EMU and auditors, stand to benefit significantly from the study's findings. Access to detailed information regarding the implementation of CIDPs facilitates informed decision-making and enhances the ability to monitor and evaluate the efficiency of county governments. This transparency and accountability are crucial for maintaining public trust and ensuring that resources are utilized effectively.

Funding partners, including international donors and development organizations, can use the study's findings to assess how efficiently their contributions are being converted into tangible outputs. This information is critical for these partners to make informed decisions about future funding allocations and to ensure that their investments are yielding the desired impact.

Overall, the study is expected to improve service delivery by county authorities to the

public. By identifying and addressing the factors that influence the implementation of CIDPs, county governments can enhance their internal efficiency, leading to better outcomes for their constituents. Improved strategic planning and execution will not only fulfill the goals of devolution but also contribute to the overall development and prosperity of the counties.

1.7 Scope of the Study

The location of this research was Kisii County, which was once part of Kenya's Nyanza region. There are 1,266,860 people living in the 1,317.9 square kilometres that make up the county. Kitutu Chache South, Kitutu Chache North, Bobasi, Bonchari, Bomachoge Borabu, Bomachoge Chache, and South Mugirango are the nine administrative divisions of Kisii County.

Senior county employees from all nine of these groups participated in the study. In order to further understand the variables impacting the implementation of CIDPs in Kisii County, the research sought to collect perspectives from these important persons. This research aims to provide a thorough examination of the possibilities and difficulties that the county has in reaching its development objectives by concentrating on senior personnel who are directly engaged in strategic planning and execution.

This localized approach ensures that the findings are relevant and applicable to the specific context of Kisii County, thereby offering valuable recommendations for improving the efficiency and effectiveness of CIDP implementation. The insights gained from this study are expected to inform both county-level and national strategies, contributing to the overall success of devolution in Kenya.

1.8. Limitations of the Study

The study encountered several limitations, primarily related to time constraints and the availability of targeted respondents. Given the senior positions of many respondents within the organization, scheduling issues arose as they were often busy and found it challenging to respond to the research instruments. This obstacle was mitigated by arranging appointments prior to conducting the interviews.

Another significant limitation was the respondents' hesitance to disclose certain information due to fear of victimization. To address this, respondents were assured that all information provided would be kept confidential and used solely for the purposes of the study. This assurance helped alleviate concerns and encouraged more candid participation.

Additionally, the researcher faced time constraints due to their employment commitments, which limited the time available to conduct the study. This issue was resolved by employing a research assistant, who was thoroughly trained to carry out the study effectively. The involvement of the research assistant ensured that the study was completed within the necessary timeframe without compromising its quality.

1.9. Assumptions of the study

The following would be assumptions:

- a) Respondents were truthful and honest and give correct information.
- b) The research variables adequately answered issues of institutional factors affecting implementation of CIPD in Kisii County
- c) The respondents were available to give appropriate and reliable responses for this study

1.10 Operational Definition of Key Terms

The following definitions apply to the words as used in this proposal:

Devolved Government Units - Counties being granted authority by the federal government.

County Integrated Development Plan- In order to improve people's lives and aid in devolution, the counties' super plan lays out a comprehensive framework for development that will bring together the efforts of the federal and state governments.

Organizational culture-related factors-Factors within an organization that determine how employees relate, live and work

Human resource-related factors: These considerations stem from HRM aspects that influence the execution of county integrated plans. Many other spheres, including politics, business, society, culture, regulation, and technology, are involved.

Leadership-related factors-These were approaches to leadership and how they affect implementation of county integrated plans

Financial-related factors- accessible funds, if any, and how they influence the execution of county integrated plans.

Employee The staff works at Kisii County Government and Assembly.

Organizational structure: These were departmental organogram or staff structures

Organizational performance: The carrying out of assigned tasks within the Organization.

Career development: It refers tom the aspects of training and promotion.

Succession: Coming after another or taking over from another from another employee

who has either retired, transferred, terminated or died.

Organization – This was the company in which the research was done

Performance – Realizing the organization's vision by putting the county's integrated development strategy front and centre

Human Resource Critical positions – This were leadership positions that were essential and drive the day-to-day activities of the organization

High potential employee – An employee who has a capability to advance

Talent pool – A group of people who were being developed for future roles



CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The researcher examines relevant literature in this chapter to draw conclusions about how succession planning impacts employee performance. The literature was guided by; inter alia, the concept of succession planning and the study objectives which include: effect of training on employee performance; strategies for talent identification; career progression and its effect on performance; and staff retention. The literature to be reviewed covered both the global and Kenyan perspectives in addressing the issues of succession planning.

2.1. Empirical Literature Review

2.1.1. Implementing Strategic and Development Planning

During the implementation phase, actions were carried out that successfully put the plan into action. Putting the strategy into action was the driving force behind the growth of the organization. When congruence was reached between numerous factors that were very important to this process, there was a good chance that the development implementation would be effective. This was separated into two categories: aspects of the structure and elements of the process. The configuration of an organization that represents the connections that exist between the different components of the organization is referred to as the structure of the organization. One of the components of the process was the leadership, culture, and resources, in addition to other administrative processes. Both the structure of the organization and the strategy that was selected were compatible with one another. In the event that there was incongruence, it was required to make adjustments, either to the structure or to the development system itself. Chandler (1990) made the observation that while

structure is the result of strategy, there was also evidence that structure had an effect on strategy in some circumstances. In accordance with Hussey (2000), the process of implementation consisted of five stages: envisioning, activating, installing, ensuring, and recognizing their significance. In addition, he remarked that the execution of strategy continues to be one of the most challenging aspects of management. The success of the endeavor was contingent not only on the adoption of an adequate strategy but also on the implementation of that approach. In the case that these parts were lacking, the strategy may either fail or be less successful than it ought to be; nevertheless, it was sometimes impossible to determine which aspect of the approach was flawed until the event had occurred. When it came to development planning, Kotter and Best (2006) believed that the most significant obstacle was the transformation of a technique into a strategy for the company. In order to do this, effective execution was necessary. By introducing the concept of "soft" and "hard" components of implementation, Hussey (2000) explored the subject of successful development implementation. He accomplished this while doing his study. According to his reasoning, the development could not have been accomplished without interoperable soft and hard components. The behavioural dimensions made up the "soft" parts of the decision-making and development plan-implementation process, while the analytical dimensions made up the "hard" parts. After that, he said that the problem became one of establishing a strategic match between the soft and hard parts as well as the organizational factors inside the company. For the growth strategy to be effective, it was necessary to have the backing of each and every member of the organization. Because of this, the highest level of government must be engaged from the very

beginning. It was the most influential member of an organization who served as its leader. There was a need for sufficient leadership inside the company in order to bring about an effective execution of development. Per Pearce and Robinson (2007), this method ensured that the organization's activities were well-coordinated and focused on reaching its goals. After the development plan was well-received and integrated into daily operations, the likelihood that all dependent units would adhere to the same path was greatly increased. The more often employees were educated about the plan, its components, and how to measure its efficacy, the more likely it was that they would choose to use it in their daily work lives. It was of utmost significance that the workers would be aware of the measuring methods, and that they would be acknowledged and congratulated for having achieved big accomplishments. According to Bechtell and Michele (2005), the use of positive reinforcement tends to boost support for the strategy as well as belief in the possibilities it presents. The culture of the company needed to be consistent with the growth plan that was being put into action. This was an essential consideration. When it came to establishing the organization's core principles, the chief executive had a significant position. As a result of the failure of the company to take into consideration the corporate culture while making adjustments to their plan, it was stated that the organization may potentially run into problems. According to Nongo and Ikyanyon (2012), one of the most essential characteristics that distinguishes the management of exceptional businesses is the presence of a strong corporate culture. These kinds of companies were able to successfully align their strategy with their culture. The failure to meet this need resulted in opposition, which in turn hampered the attempt to put the plan into action. In light of the resources that were at our disposal, the approach that was going to be adopted seemed reasonable. Due to the

fact that human capital was a valuable resource inside the business, training and development were of utmost significance in order to achieve significant improvements in performance. It was essential to get training of this kind in order to improve its capacity to design and execute strategies. It was necessary to have proper administrative processes and procedures in place in order to improve the effectiveness of the execution of the plan.

2.1.2. Financial-Related Factors and Integrated Development Plans

Globally, the challenges of strategy implementation have been extensively documented. Andrews et al. (2017) explored these challenges within multinational corporations and identified limited financial resources and inadequate technological infrastructure as major constraints. They emphasized the importance of robust financial planning and the integration of advanced technology to overcome these barriers. Their study underscored the need for multinational corporations to enhance their financial management and technological capabilities to achieve successful strategy implementation.

Expanding on the global perspective, Johnson and Scholes (2015) discussed the challenges faced by organizations in implementing strategies in various international contexts. They identified common barriers such as cultural differences, regulatory constraints, and economic instability. The study emphasized the need for organizations to develop adaptable strategies that can navigate these complex and dynamic environments. Effective communication and stakeholder engagement were also highlighted as critical factors for successful strategy implementation.

In Asia, Li and Zhang (2016) explored the challenges of strategy implementation within Chinese state-owned enterprises. They identified issues such as bureaucratic

inefficiencies, lack of innovation, and rigid organizational structures. The study recommended the adoption of more flexible management practices and the promotion of a culture of innovation to enhance strategy implementation. The findings underscored the importance of organizational agility and the need for continuous improvement in management practices.

In Europe, Smith et al. (2019) examined strategy implementation challenges within the European Union's public sector. They found that political interference, resource constraints, and bureaucratic red tape were significant barriers. The study suggested that clear policy frameworks, effective resource allocation, and streamlined administrative processes are essential for overcoming these challenges. This aligns with the findings of Agyemang and Boateng (2020), emphasizing the importance of leadership and organizational culture in public sector strategy implementation.

In South America, Ramirez and Garcia (2018) investigated the challenges of strategy implementation within the healthcare sector in Brazil. They identified financial constraints, lack of skilled personnel, and inadequate infrastructure as major barriers. The study recommended increased investment in healthcare infrastructure and the development of training programs to enhance the skills of healthcare professionals. This highlights the need for sector-specific strategies that address unique challenges within different industries.

In the African context, Ochieng and Awino (2018) investigated strategy implementation challenges within Kenyan manufacturing firms. Their findings mirrored those of Polle (2012) and Busaka and Kwasira (2015), highlighting the critical role of financial resources. The study noted that firms with better financial management practices and higher levels of technological adoption were more successful in implementing their strategies. This reinforces the notion that financial

resources and technological integration are pivotal for effective strategy execution.

Furthermore, Agyemang and Boateng (2020) conducted a study on Ghanaian public sector organizations, examining the impact of leadership and organizational culture on strategy implementation. Their research found that while financial resources are essential, leadership commitment and a supportive organizational culture are equally important for successful strategy execution. This highlights the multifaceted nature of strategy implementation, where financial resources, leadership, and organizational culture all play significant roles.

The Middle Eastern context was explored by Al-Emadi and Al-Asmakh (2017), who studied strategy implementation in the oil and gas industry in Qatar. They found that geopolitical instability, fluctuating oil prices, and regulatory changes were significant challenges. The study suggested that companies should adopt risk management strategies and diversify their operations to mitigate these risks. This underscores the importance of adaptability and resilience in strategy implementation within volatile industries.

Additionally, a study by Njeri and Mwangi (2017) on strategy implementation in the banking sector in Kenya revealed that regulatory compliance, technological advancements, and competitive pressure were major challenges. They recommended that banks invest in technology and innovation, enhance regulatory compliance frameworks, and develop competitive strategies to address these challenges. This aligns with the findings of Ochieng and Awino (2018), highlighting the critical role of technological adoption in strategy implementation.

With a focus on enterprises in Nairobi, Polle (2012) undertook an illuminating investigation of the difficulties audit firms have while attempting to execute strategy. Using a cross-sectional survey methodology and a descriptive design, the research

surveyed 619 audit businesses. The research used a random sampling method to choose 60 companies, or 10% of the population of interest. Descriptive statistics, such as means and frequencies, were used to examine the gathered data. Inadequate funding was shown to be the main cause of plan implementation problems. Even with all these obstacles, the audit companies were determined to be technologically efficient and had fully integrated technology into their processes.

The variables impacting the execution of strategies in public sector organisations were also studied by Busaka and Kwasira (2015). The whole complement of 115 Betting Control and Licencing Board managers and inspectors were the subjects of their investigation. They collected data using qualitative and quantitative methods in a descriptive study design. Data was collected via simple random sampling with the use of closed-ended questionnaires. There was a favourable and statistically significant correlation between the availability of funds and the execution of the plan ($r = 0.593$). On the other hand, the correlation between IT and strategy execution was less ($r = 0.327$). The most important aspect for successful plan execution was financial resources, whereas information technology was seen to be of lesser significance.

In the education sector, Muriithi and Muli (2019) examined the challenges of strategy implementation within Kenyan universities. They identified issues such as inadequate funding, resistance to change, and lack of stakeholder engagement. The study recommended the development of comprehensive funding strategies, change management programs, and stakeholder engagement initiatives to enhance strategy implementation. This reinforces the importance of financial resources and stakeholder involvement in successful strategy execution.

From a healthcare perspective, a study by Kimani and Wambui (2020) on strategy

implementation in Kenyan hospitals found that financial constraints, lack of skilled personnel, and inadequate infrastructure were significant barriers. They recommended increased investment in healthcare infrastructure and the development of training programs to enhance the skills of healthcare professionals. This aligns with the findings of Ramirez and Garcia (2018) in the Brazilian healthcare sector, highlighting the need for sector-specific strategies that address unique challenges.

In conclusion, the literature on strategy implementation from both global and African perspectives consistently identifies financial resources as a critical factor. Additionally, technological adoption, leadership, organizational culture, and stakeholder engagement are significant determinants of successful strategy execution. Effective strategy implementation requires a multifaceted approach that addresses these various factors and adapts to the unique challenges within different contexts and industries.

2.1.3. Human Resource-Related factors and Integrated Development Plans

Many things contribute to a project team's success, such as the team's makeup and dynamics, the project staff's expertise and experience, and the backing from upper management. Noting that well-structured teams are skilled at completing contractual tasks and have a strong grasp of project goals, Ackel, Kidombo, and Gakuu (2012) underscored the relevance of the project team's composition. Project success is highly dependent on the competency of the project team, as pointed out by Kuen, Zailani, and Fernando (2009). The members of a competent project team are those who have been hand-picked, given the appropriate training, and who bring a wealth of relevant expertise to the table. As an integral element of the team, the project manager is responsible for winning over stakeholders and clients with compelling arguments regarding the project's value.

Globally, the significance of skilled project teams is well-documented. For instance, research by Müller and Turner (2007) in various countries underscores the critical role of project managers' leadership competencies in project success. They argue that successful project managers are those who can integrate various project elements efficiently and effectively. Additionally, the Project Management Institute (PMI, 2017) asserts that organizational support and project team competence are among the primary factors influencing project success. This includes having a team that understands the strategic objectives and possesses the technical and interpersonal skills required to navigate project complexities.

In the United States, Pinto and Slevin (1987) conducted a seminal study identifying ten critical success factors for project management, which include top management support, client consultation, and personnel. These factors highlight the need for a well-rounded team supported by management and involved stakeholders. Similarly, research by Jha and Iyer (2006) in India found that project managers' competence, along with client consultation and timely decision-making, significantly impacts project performance. This illustrates that the global perspective consistently points to the importance of skilled and well-supported project teams.

In the African context, the dynamics of project management often include additional challenges such as resource constraints and political influences. Ngeno (2014) investigated the challenges faced by the Ministry of Planning and Devolution in Kenya in implementing strategic planning and devolution goals. The study employed a case study approach, collecting primary data through interviews with key informants involved in strategy implementation. The findings indicated that the Ministry had developed strategies to achieve organizational objectives, including mobilizing resources from the government and international development partners.

This underscores the importance of having a strategic approach and competent teams to navigate the unique challenges present in the African context.

Further, research by Ika, Diallo, and Thuillier (2012) on World Bank projects in Africa reveals that project success is often influenced by the project manager's ability to adapt to the local context and effectively manage stakeholder expectations. They argue that in addition to technical skills, project managers in Africa need to possess cultural intelligence and the ability to engage with local communities and stakeholders effectively. This perspective highlights the additional layers of complexity in managing projects within the African setting.

Both the team's composition and its overall character were highlighted as crucial factors by Ackel, Kidombo, and Gakuu (2012). Based on their findings, it was clear that the project teams had fully understood the project's goals and had meticulously executed all contractual responsibilities. Having competent project personnel on hand was also a major factor in determining the success of many different projects, according to Kuen, Zailani, and Fernando (2009). It was decided that in order for a project team to be competent, its members needed to be carefully chosen, trained, and possess the necessary knowledge, experience, and abilities to complete the project successfully. One of the team members was the project manager. Before the project could be finished and presented to customers or end users, it was critical that team members could persuade and sell the advantages that the project would provide. This was done to make sure that the clients approved the project right away.

Ngeno (2014) set out to assess the difficulties encountered by Kenya's Ministry of Planning and Devolution in carrying out its mandated goals related to strategic planning and devolution. A case study proved to be a useful research tool for this particular topic. Primary data was collected via the use of an interview guide as part

of the study. The study relied on these respondents as key informants because of their involvement in the plan implementation process at the County Governments and the Ministry of Devolution and Planning. Content analysis, a qualitative research technique, was used to examine the information extracted from the interview guide. The investigation's results showed that the ministry had established policies and plans to achieve its objectives. In addition to the savings achieved via better management of existing resources, respondents indicated that the Ministry had endeavoured to mobilise funds from the government and its international development partners.

The findings of the research conducted by Vaidya, Sajeev, and Callender (2006) demonstrate the indisputable importance of assistance from upper management and performance review. Project success depends on the ability to integrate internal processes in an efficient manner. These strategies include things like bringing in outside technical aid, hiring a seasoned project manager, and assembling a team with people who have strong professional ties.

2.1.4. Leadership-Related Factors and Integrated Development Plans

Numerous studies have examined the institutional elements that influence how development strategies are implemented in businesses. For example, Yang & Wang (2014) defined senior leaders as the company's president, stakeholders, executive, and senior level managers. These individuals comprised the top management team inside the business. Schmidt and Braurer (2006) found that one of the most important topics in the use of strategies was the board. Devolution has become an important consideration when examining institutional variables influencing the execution of County Integrated Development Plans, especially in light of the situation in which county governments found themselves.

Alande (2013) observed that devolution's success hinged on a multitude of factors, including vast resources, public awareness, capacity development programs, and highly devoted persons, institutions, and organizations that were established on the Constitution's fundamental national ideals. People were given a degree of autonomy at the local level, which allowed them to make decisions that were unique to them and their group. The essence of devolution was this. They were given some authority at this level, but at the national level, decision-making was shared by all the different stakeholders (Oloo, 2006).

The results of Herbiniak and Snow's (2002) study showed that higher levels of commitment to a company's vision and strategies were fostered by the involvement and interventions of its top management, which in turn increased the likelihood that a firm's chosen strategy would be successfully implemented. Eppler & Guohui (2008) felt that the development was significantly influenced by the upper management, both in terms of conception and execution. According to Nutt (2006), implementation techniques sometimes encountered challenges at lower levels that may be overcome in large part by using leadership style approaches. According to Nutt (2006), managerial choices made by a company's top managers may be administratively forced onto managers and non-managers at lower levels, with little consideration given to the perceptions that follow at the functional level. Alexander (2013) found that among the most generally acknowledged factors supporting the execution of a plan, communication ranked high. Effective communication was critical to making sure the targeted employees understood their new roles, duties, and activities. It was observed that there were several obstacles to communication. Organisational structure may have contributed to the firm's

communication problems, which in turn impeded the implementation of the planned development initiatives. A key component of the process of implementing development, as pointed out by Rapert, Velliquette, and Garretson (2002), is the mutual understanding and communication among human resources. An example of how vertical communication may lead to improvements is by making sure everyone is on the same page on the prioritised strategy.

Because companies were undergoing noticeable and substantial strategic changes, Forman and Argenti (2005) found that there were clear links between corporate communication and the implementation of innovations.

Ackel et al. (2012) state that throughout the project's execution, senior management support and commitment should be consistent, targeted, inclusive, and proactive. The project's technical choice should also be made after careful consideration and consultation. As a result, project management and execution relied on senior management's assistance for guidance and goal-setting. According to Werner, Kolstad, Stuart, & Polsky, D. (2011), a plan has to be followed once it has been carefully drafted and approved. It took leadership and sincerity to get it followed. On the other hand, Cleland and Gareis (2006) suggested that a project's success could only be deemed noteworthy when examined from two angles: the degree to which the project's technical performance objective was met on schedule and within the allocated budget, and the project's contribution to the enterprise's strategic mission.

According to Akwara (2010), the Kenyan Ministry of Cooperative Development and Marketing had a hard time putting a strategy into action. The research team used a case study approach and sent interview guides to the heads of several departments in order to conduct the study. Organisational culture, HR policies and procedures,

financial resource policies and processes, information and operational systems, and performance incentives were found to be obstacles to plan implementation in the research. The researcher highlights several issues with the Ministry of Co-operative Development and Marketing's response to these challenges. First, they should involve all relevant stakeholders in the strategy's implementation. Second, they should seek funds from other sources to supplement the Ministry of Finance. Third, they should prioritise budgets. Fourth, they should establish a ministerial task force to harmonise departmental policies and procedures. Finally, they suggest revising the human resource policy to make it more responsive; that a communication policy be developed; that a monitoring and evaluation policy be formulated.

Kirui (2013) conducted a research in which the main institutional elements influencing the authorities' overall drive toward their pre-established strategic objectives were examined. The corporate culture, structure, leadership, and financial resources were the main themes. In order to do this, the research specifically focused on the situation of Migori County in order to provide a foundation for objective generalization. The five local authorities in the county made up the 180 staff members who were the target population. Proportional stratified sampling was used for sampling in order to get a final sample of 90 respondents, whose perspectives and opinions formed the basis for the study's generalizations. Interviews and questionnaires were used to gather the necessary data from the designated respondents/informants. Descriptive statistics and content analysis were then used to process and evaluate the data.

According to Thomet and Vozza (2010), an M&E system is a crucial component of results-based project management. It established the project's accountability to the funder, stakeholders, and target group. It also helped with project improvement and

organizational learning. The knowledge gained might then be applied to other settings and tasks. Effective assessment techniques made guaranteed that knowledge could be shared with pertinent cooperation groups. Cooperative members' use of control and oversight demonstrated their commitment to mutual learning and served as a conduit for information to other interested parties. Moreover, Ramlall (2010) made clear that monitoring and assessing the effectiveness of urban planning tools required the use of change tracking. Urban planning instruments might be routinely evaluated to see whether they were really accomplishing urban sustainability or if further urban reform was needed via the creation of performance indicators. These metrics included expected energy consumption rates to measure environmental sustainability and the number of patients per doctor to assess social sustainability. In support of that, Ragheb, El-Baghdady, and Ayad (2012) said that Monitoring and Evaluation (M&E) was an important management tool used in urban planning. There is a great chance that its application to development initiatives and the setting of their priorities will ensure the effective execution of these plans. Planning policy making, scholarly research, and practice have all placed a greater emphasis on monitoring and evaluation as a result of social, economic, and governmental changes as well as the advancement of information technology. It was anticipated that these kinds of assessment and monitoring would become more significant in the future and would enhance management and planning practices. International Labor Organization researchers Thomet and Vozza (2010) claim that the assessment functioned primarily as a reality check to determine the project's importance. It specifically examines the project's efficacy, impact, sustainability, and relevance in light of its declared goals. The handbook went on to say that one of the main responsibilities of management was monitoring. It entailed gathering,

analyzing, and communicating information on the project's development and its completed products. It facilitated prompt alterations to what was being done and allowed for the early identification of both real and prospective achievements or failures. It made it possible for the interested parties to assess the status and suggest ways to go forward with the goals.

2.1.5 Organizational Culture Related Factors and Integrated Development Plans

According to Alvesson (2011), culture was a multifaceted phenomena, and there seemed to be a multitude of divergent perspectives about the concept of organizational culture. It has been claimed by Belassi, Kondra, and Tukul (2007) that the issue may be related to the effort to merge the concept of organization with the concept of culture. Using the same logic that characterises an individual's ethos, Block (2003) characterised corporate culture as an organization's ethos. Cultural ideas, which stand for ethos and individuality, pointed to a more fluid and intricate structure than a static and hierarchical one. According to Block (2003), the study of anthropology alone is responsible for producing as many as 164 distinct definitions when it comes to the concept of "culture." This is because a unified and generally recognized definition of "culture" itself has not yet been established. According to Trice and Beyer (1993), the traits that are shared by various definitions are as follows: collective; historically grounded; essentially symbolic; dynamic; and inherently "fuzzy." Langan-Fox and Tan (1997) provided more detail on the following by examining four elements that represent organisational culture: The organisational culture was consistent and hard to alter; it was assumed and held less

consciously; it was defined by the people who worked there; and it included a set of common assumptions about the company.

The Development Plans were supposedly a product of the organization's and the world's brightest brains (Roach and Allen, 2003). The procedure took into account the potential repercussions of the choices that were being made at the time, adapted the plans to the changing business environment, managed the company in an analytical manner, and linked, directed, and controlled complex businesses by means of a management system that was both practical and effective. This procedure was an essential component in the overall functioning of the company (Roach and Allen, 2003). During the course of their research conducted in 2007, Cartwright, Tytherleigh, and Robertson came to the conclusion that development plans were not as rational and analytical as they are generally depicted in the literature. In their argument, they contended that the planning process was a generic activity, with success characteristics that were essentially independent of the particular area in which it was used.

Furthermore, they emphasized that judgment, intuition, and creativity remained crucial components of effective planning. This perspective challenges the conventional view of planning as a purely rational and systematic process, highlighting the importance of human elements in achieving successful outcomes in various contexts. The authors noted that while the structured methodologies and analytical tools commonly advocated in planning literature are valuable, they do not fully capture the nuanced and dynamic nature of real-world planning scenarios. According to Cartwright et al. (2007), successful planning involves a blend of structured approaches and flexible, adaptive strategies that leverage the planners' experiential knowledge and innovative thinking. They observed that planners often

rely on their intuition to navigate complex and unpredictable situations, making quick judgments that are informed by their past experiences and contextual understanding. This reliance on intuition and creativity is essential for addressing the unique challenges and opportunities that arise during the planning process. The study underscored that the effectiveness of a development plan is not solely determined by its adherence to logical and analytical frameworks but also by the planners' ability to apply their judgment and creativity in real-time decision-making. Cartwright et al. (2007) highlighted that this interplay between structured methodologies and intuitive insights is what ultimately drives successful planning outcomes. They pointed out that the planning process is iterative and nonlinear, often requiring planners to revisit and revise their strategies as new information and circumstances emerge. This adaptive approach enables planners to remain responsive to changing conditions and to make informed decisions that align with the overarching goals of the development plan. The authors concluded that recognizing the critical role of judgment, intuition, and creativity in planning can lead to more effective and resilient development plans. By integrating these human elements with logical and analytical tools, planners can enhance their ability to achieve desired outcomes in diverse and complex environments. This comprehensive view of the planning process provides a more realistic and holistic understanding of what it takes to develop successful plans that are both robust and adaptable (Cartwright, Tytherleigh, & Robertson, 2007). Formal Development Plans, according to Falshaw, Glaister, and Tatoglu (2006), are conceptual activities best left to bigger companies; small businesses cannot benefit from them.

Kanini (2012) asserts that a plethora of literature has been written on the ostensible benefits of development plans, chief among them being their capacity to enhance the

alignment between an organization and its external surroundings. Wilson (2009) and others found that development plans helped with a number of things, including: identifying opportunities and threats, getting managers to see things from an objective perspective, creating a structure for internal communication, thinking forward, and being open to change.

Organizational culture, according to Goffee and Jones (1996), is the essential component that unites organizations. Organizational culture was described as the collective conduct of members of a group and the interpretations these members place on their acts. An organization's working language, processes, symbols, beliefs, and customs are all part of its culture. It is a pattern of shared behaviors and presumptions that new recruits to the business are exposed to, which aids in their integration and helps them comprehend the standard operating procedure. Comparably, Ravasi and Schultz (2006) clarified that organizational culture is a collection of common mental presumptions that affect how individuals inside an organization perceive and react to different circumstances, thereby directing proper conduct. They underlined that members have a framework to navigate and understand their organizational environment thanks to these common assumptions.

Organisational culture has a substantial impact on strategy implementation in higher education institutions, according to a separate study by Isaboke (2015) that looked at the effect of organisational culture on strategy implementation at a few Kenyan universitiess. Specifically, the study concluded that dominant characteristics and behavioral norms within an organization strongly affect how strategies are implemented. These findings underscore the importance of understanding and managing organizational culture to ensure successful strategy execution. The study highlighted that organizational culture is not just an abstract concept but a tangible

force that shapes the behavior of individuals and the overall functioning of an organization.

In the context of county governments, which function as political entities, the presence of a political culture becomes evident. This political culture encompasses the values, beliefs, and behaviors that are characteristic of political organizations. It influences how decisions are made, how power is distributed, and how various stakeholders interact within the political framework. Understanding the political culture is crucial for effectively navigating the complexities of governance and implementing policies that reflect the collective aspirations and values of the community.

Beyond the realm of operational efficiency, organisational culture is of utmost importance. A feeling of community and shared purpose among an organization's members is greatly enhanced by its mission statement. A strong organizational culture can enhance employee engagement, improve communication, and foster a collaborative work environment. Conversely, a weak or misaligned culture can lead to misunderstandings, reduced morale, and hindered performance.

Moreover, the dynamic nature of organizational culture means that it evolves over time, influenced by internal and external factors. Leaders within organizations must be adept at recognizing these cultural shifts and adapting their strategies accordingly. By actively shaping and nurturing a positive organizational culture, leaders can drive change, inspire innovation, and achieve long-term success.

In summary, organizational culture is a multifaceted concept that significantly impacts the functioning and success of organizations. It is the glue that holds organizations together, influencing how members perceive and respond to various situations. Studies by Goffee and Jones (1996), Ravasi and Schultz (2006), and

Isaboke (2015) collectively highlight the critical role of organizational culture in shaping behavior, guiding strategy implementation, and navigating the complexities of organizational life. Understanding and managing organizational culture is essential for leaders seeking to create a cohesive, high-performing organization that can adapt to changing environments and achieve its strategic objectives. County governments, with their unique political culture, further illustrate the pervasive influence of organizational culture on governance and policy implementation. Thus, recognizing and leveraging organizational culture can lead to more effective and resilient organizations capable of thriving in diverse and challenging contexts.

According to Alvin Toffler (1970), internal political conflicts, power battles, infighting, and other issues were constant in businesses. That's just how life is. When legal authorities is unable to settle disputes, political behavior results. The exercise of power, or the process of obtaining and using power, was political culture. Most firms' poor cultures have a detrimental impact on how their integrated plans are implemented, which impedes progress. It had an impact on activities like resource sharing, hiring opportunities, contract and tender granting, and equitable development across its wards. The execution of the approach was ruined by a bad culture.

2.2.Theoretical Framework

2.2.1 Resource-Based View Theory

According to the RBV paradigm, companies may gain a competitive edge and outperform competitors over the long run by acquiring and efficiently using valuable and uncommon resources. According to Frawley and Fahy (2006), these resources, when leveraged appropriately, can create a competitive edge that is sustainable over time. The sustainability of this advantage is contingent upon the firm's ability to

shield these resources from limitations, transfers, or substitutions. This perspective underscores the strategic importance of resource management in maintaining a firm's competitive position in the market.

Dynamic skills, such as those shown by information system resources, are invaluable to businesses in today's dynamic marketplace. According to Wade and Hulland (2004), information resources are essential for long-term competitiveness in uncertain environments, even if they don't always lead to a greater sustained competitive advantage. To guarantee the firm's flexibility and resilience, these resources pave the way for the creation, integration, and release of additional critical resources throughout time.

Furthermore, in settings that are always evolving, it is crucial to have resources like sufficient financial capital and competent managerial skills in order to implement efficient management techniques. According to Wade and Hulland (2004), the processes and actions of resource management, which are part of dynamic capacities, are crucial to value creation. Many programmes, particularly youth entrepreneurial programmes, rely on these skills to be successful. Successful management practices and navigating difficult situations are easier for organisations with enough financial resources and qualified managers.

The relevance of the RBV theory to this study lies in its explanation of how the resources available to a firm are critical for effective management. Achieving and maintaining a competitive edge, according to the idea, relies on the strategic use of resources like financial capital and management abilities. According to this research, the execution of integrated development plans hinges on making the most of existing resources. Especially in the context of development planning and execution, the RBV theory offers a framework for comprehending the connection between management

of resources and the success of organisations.

Building on the RBV theory, it's critical to take into account the many kinds of resources that go into creating a firm's competitive advantage. These resources fall into two categories: intangible and tangible. Financial capital and tangible assets like buildings and equipment are examples of tangible resources. Non-physical assets including company culture, intellectual property, and brand reputation are examples of intangible resources. Both types of resources are essential for creating and sustaining competitive advantage, but intangible resources often provide a more sustainable edge due to their unique and difficult-to-replicate nature.

One of the key aspects of the RBV theory is the notion of resource heterogeneity and immobility. Resource heterogeneity refers to the idea that resources are unevenly distributed across firms, leading to differences in performance. Resource immobility suggests that certain resources are not easily transferable between firms, thereby sustaining the competitive advantage of the resource-holding firm. This immobility can be due to factors such as the specificity of the resource to the firm's operations, the high cost of transferring the resource, or the unique historical context in which the resource was developed.

Dynamic capabilities, as an extension of the RBV theory, focus on a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. These capabilities are crucial for firms operating in industries characterized by high levels of technological innovation and market volatility. Dynamic capabilities enable firms to remain agile and responsive, continuously adapting their resource base to maintain competitive advantage. This adaptability is particularly relevant for firms in the technology sector, where rapid innovation and shifting consumer preferences require constant reevaluation and

realignment of resources.

The role of information systems as dynamic capabilities highlights their importance in the modern business landscape. Information systems facilitate the collection, processing, and dissemination of information, enabling firms to make informed decisions and respond swiftly to market changes. These systems support various functions, including supply chain management, customer relationship management, and strategic planning. By enhancing the firm's ability to gather and analyze data, information systems contribute to the development of new capabilities and the optimization of existing ones.

In the context of youth enterprise projects, dynamic capabilities are essential for managing resources effectively and achieving project success. Youth enterprises often operate in challenging environments with limited resources, making the efficient use of available assets critical. Dynamic capabilities enable these enterprises to adapt to changing conditions, seize new opportunities, and overcome obstacles. By fostering innovation and continuous improvement, dynamic capabilities contribute to the sustainability and growth of youth enterprises.

Financial resources are a fundamental aspect of effective management in any organization. Adequate funding ensures that the organization can invest in necessary infrastructure, technology, and talent. It also provides the flexibility to pursue strategic initiatives and respond to unforeseen challenges. Skilled and competent managers are equally important, as they bring the expertise and leadership required to navigate complex organizational dynamics and drive performance. Effective managers leverage the firm's resources to create value, align team efforts with strategic goals, and foster a culture of continuous improvement.

The RBV theory's emphasis on resource utilization extends to the realm of integrated

development plan implementation. Integrated development plans require a coordinated approach to resource allocation, strategic planning, and execution. The success of these plans depends on the organization's ability to harness its resources effectively, align them with development objectives, and monitor progress. This involves not only financial and human resources but also organizational capabilities such as project management, stakeholder engagement, and performance measurement.

In conclusion, the RBV theory provides a comprehensive framework for understanding the critical role of resources in achieving and sustaining competitive advantage. By highlighting the importance of valuable, rare, and inimitable resources, the theory underscores the need for strategic resource management. Dynamic capabilities further enhance this framework by emphasizing the importance of adaptability and continuous improvement in rapidly changing environments. The relevance of these concepts to youth enterprise projects and integrated development plan implementation illustrates the practical implications of the RBV theory. Effective management of resources, supported by dynamic capabilities and skilled leadership, is essential for organizational success and long-term competitiveness. This expanded understanding of the RBV theory underscores the multifaceted nature of resource management and its critical impact on organizational performance.

2.2.2 Human Attribution Theory

The proponents of human attribution theory, as discussed by Savaneviciene and Stankeviciute (2012), have shown that HRM practices are closely linked to organizational performance through their effects on employee attitudes, behaviors, and

perceptions. This concept was expanded by Nishii, Lepak, and Schneider (2008), and Kelly (2011) through the development of the HR attributions theory. This theory suggests that the attributions employees form about the intentions behind management's adoption of specific HR practices have significant consequences on their attitudes and behaviors, ultimately impacting unit performance (Rimi, 2013).

In their examination of HRM practices, Nishii et al. (2008) identified five key areas: staffing, training, benefits, pay, and performance appraisals. They explored how these practices influenced employee attributions and discovered several important insights. Employees developed specific attributions regarding HRM practices that led to outcomes such as enhanced service quality, cost minimization, promotion of employee well-being, maximization of work output, and compliance with union requirements. Positive attributions, such as perceiving HRM practices as intended to enhance service quality and promote well-being, were positively related to favorable employee attitudes and behaviors. Conversely, negative attributions, such as viewing HRM practices as cost-cutting measures or exploitation, were negatively related to these outcomes. Interestingly, attributions related to union compliance did not significantly affect employee attitudes and behaviors (Nishii et al., 2008).

To validate their theoretical framework, Nishii et al. (2008) conducted empirical research within a service organization. Their findings confirmed that employees developed different attributions for the same HRM practices, and these attributions influenced their levels of commitment and satisfaction. Furthermore, individual attributions, when shared within work units, collectively affected unit-level commitment to organizational goals and performance. This demonstrates the significant role of shared attributions in shaping overall organizational outcomes.

The HR attributions theory is particularly relevant to this study because it focuses on essential HRM components such as training and career progression, which are critical to succession planning. By examining how HRM practices influence employee attitudes and behaviors through the lens of HR attributions theory, this research aims to provide deeper insights into the mechanisms driving organizational performance.

The concept of human attribution theory was further developed by Savaneviciene and Stankeviciute (2012), who emphasized the critical role of HRM practices in shaping employee attitudes and behaviors, ultimately impacting organizational performance. Building on this foundational understanding, Nishii, Lepak, and Schneider (2008), along with Kelly (2011), proposed the HR attributions theory to explore this dynamic further.

According to HR attributions theory, employees form specific beliefs about the intentions behind management's implementation of HR practices. These beliefs, or attributions, shape their attitudes and behaviors, which in turn affect organizational performance. For instance, workers are more inclined to perform positively when they believe HR policies and procedures are meant to improve service quality and their own welfare. On the other side, their mindset and actions could take a turn for the worst if they think HR procedures are out to get them or cut corners (Rimi, 2013).

Nishii et al. (2008) identified five critical HRM practices: staffing, training, benefits, pay, and performance appraisals. Their study found that these practices could lead to various employee attributions, such as efforts to enhance service quality, minimize costs, promote well-being, maximize output, and comply with union requirements. The study revealed that positive attributions (e.g., enhancing service quality and promoting well-being) were associated with positive employee attitudes and behaviors, while negative attributions (e.g., cost-cutting and exploitation) were linked to negative

attitudes and behaviors. Attributions related to union compliance did not significantly impact employee attitudes and behaviors (Nishii et al., 2008).

Nishii et al. (2008) validated HR attributions theory empirically in a service organisation, confirming that workers' levels of commitment and satisfaction are impacted by the diverse attributions they generate for the same HRM procedures. Sharing these individual attributions among units also impacts the degree of commitment and performance at the unit level in relation to organisational objectives. This highlights the need of comprehending how shared attributions affect organisational results as a whole.

The relevance of HR attributions theory to this study is highlighted by its focus on training and career progression, which are essential components of succession planning. By examining how HRM practices influence employee attitudes and behaviors through the lens of HR attributions theory, this research aims to provide deeper insights into the mechanisms that drive organizational performance.

In summary, the proponents of human attribution theory, such as Savaneviciene and Stankeviciute (2012), have demonstrated the significant impact of HRM practices on organizational performance through their influence on employee attitudes, behaviors, and perceptions. Nishii, Lepak, and Schneider (2008), along with Kelly (2011), expanded on this concept by developing the HR attributions theory, which explores how employee attributions regarding HRM practices shape their attitudes and behaviors, ultimately affecting organizational outcomes. Their empirical research confirmed the importance of shared attributions in influencing unit-level commitment to organizational goals and performance, highlighting the critical role of HRM practices in driving organizational success.

2.2.2 Electric Implementation Theory

According to the theory, a strategy's ability to be implemented successfully depends on the integration of a number of factors that, although being examined separately in theory, must be thoroughly integrated in reality in order to define the implementation process. At least six requirements must be satisfied for this method, or model, to be considered successful: it must be reasonable, practical, affordable, balanced, controllable, and effective (Jofre, 2011).

The most important thing is to use logic and reasoning to design an implementation process that supports the company's aims. It is simpler to ascertain the actions and sequences for subsequent execution when one adopts a logical approach, as this permits deductive building. This fact-based reasoning, as opposed to relying only on gut feelings or anecdotal evidence, paves the way for a paradigm for implementation that seamlessly integrates theory and practice (Jofre, 2011). A good implementation model has to make sense and be expressed in terms of practical, workable steps in addition to being logical. To make the model useful and applicable, these acts have to be observable, substantiable, and objective. Such an approach encourages the introduction of significant changes by targeting particular problems and providing answers (Jofre, 2011).

The implementation procedure in this case has to be inexpensive, which means it should control a complicated operation with the fewest possible variables. A cost-effective model simplifies the implementation process by emphasizing key components without superfluous detail. Furthermore, accuracy in execution is improved by a balanced model that harmonizes facts and assumptions, theory and practice, and both. This equilibrium guarantees that the model is not only prescriptive

but also takes into account the consequences of actions, addressing both directions and eventualities. This method offers a thorough implementation guidance by balancing theoretical foundations and applicable legislation (Jofre, 2011). Making decisions in the midst of complexity and ambiguity is one of the trickiest parts of putting strategies into practice. In order to make sense of these uncertainties and complexity and make them manageable within the limitations of human cognitive capacities, a usable implementation model must be created. A model that elucidates uncertainty and streamlines decision-making procedures is necessary to effectively manage complexity. In this context, efficiency means that choices and actions have to work within the constraints of the resources and capabilities at hand as well as handle complexity. Efficiency may be defined in three ways: economically, cognitively, and ethically. The most well-known kind, economic efficiency, is creating strategies that have the lowest possible financial impact. While ethical efficiency makes sure that acts are in line with moral and ethical norms, cognitive efficiency refers to the mental effort needed to understand and carry out choices (Jofre, 2011).

This theory is applicable to the study as it specifies the critical considerations for developing a model or strategy. A plan's success or failure is determined by how it performs in comparison to these criteria. The Kisii County Government, for instance, may use this strategy to make its CIDP more effective and efficient (Jofre, 2011).). Extending this notion, it is evident that attaining organizational success requires the incorporation of reasonable, practical, affordable, equitable, controllable, and effective standards into the strategy execution process. Every one of these requirements makes a distinct contribution to the overall efficacy of the process of deployment. Since logic offers a well-organized base, the implementation framework

is guaranteed to be logical and in line with the strategic goals of the company. This logical framework makes it easier to derive additional activities deductively, guaranteeing that every stage of the implementation process is rationally and empirically justified (Jofre, 2011).

Operational criteria provide a strong emphasis on converting the strategic plan into observable, verifiable, and practical activities. This operational emphasis makes sure that progress can be evaluated in relation to predetermined benchmarks and that the implementation process is actionable. The operational component of the model increases its relevance and application in real-world settings by addressing specific problems and offering workable answers (Jofre, 2011).

Economic criteria guarantee a thrifty implementation procedure that controls complexity with few variables. This cost-effective method simplifies the procedure by cutting out pointless details and concentrating on the crucial components that lead to strategic success. Long-term sustainability and cost-effectiveness of the implementation process are maintained by appropriate resource management (Jofre, 2011).

Harmonizing theoretical frameworks with real-world situations allows for the achievement of balance and guarantees that the model is both prescriptive and adaptable. This harmony makes it possible to reconcile prescriptive directives (which provide precise instructions) with contingency viewpoints (which deal with eventualities). The model becomes more resilient and able to handle a variety of implementation issues by fusing theory and practice (Jofre, 2011).

The desire to make difficult decision-making processes more approachable and understandable is addressed by manageability. The methodology guarantees that decision-makers may handle uncertainties and complexity with more confidence by

offering clarity and lowering cognitive burden. Despite the inherent difficulties in execution, this manageability is essential for preserving focus and guaranteeing the achievement of strategic goals (Jofre, 2011). Efficiency has aspects that are ethical, cognitive, and economic. The goal of economic efficiency is to maximize the value of activities that are put into action while reducing financial expenses. Cognitive efficiency improves decision-making efficacy by lowering the mental strain needed to comprehend information and make judgments. By guaranteeing that deeds conform to moral and ethical norms, ethical efficiency promotes integrity and trust within the company (Jofre, 2011). It is clear from applying this idea to the CIDP of the Kisii County Government that a thorough assessment based on these standards may greatly increase the plan's efficacy. Kisii County Government may create a strong implementation framework that tackles the particular difficulties of their development objectives by making sure the CIDP is rational, practical, inexpensive, balanced, controllable, and effective. This strategy guarantees the CIDP's longevity and flexibility in the face of shifting circumstances, in addition to enhancing its immediate effect (Jofre, 2011). To sum up, the theory presented by Jofre (2011) offers a useful framework for comprehending the essential elements of a well implemented strategy. Organizations may improve their long-term performance and strategic effectiveness by including criteria that are reasonable, practical, inexpensive, balanced, controllable, and efficient into the implementation process. The theory's applicability to the Kisii County Government's CIDP exemplifies its generalizability and integration in strategy implementation, which is important in many organisational contexts (Jofre, 2011).

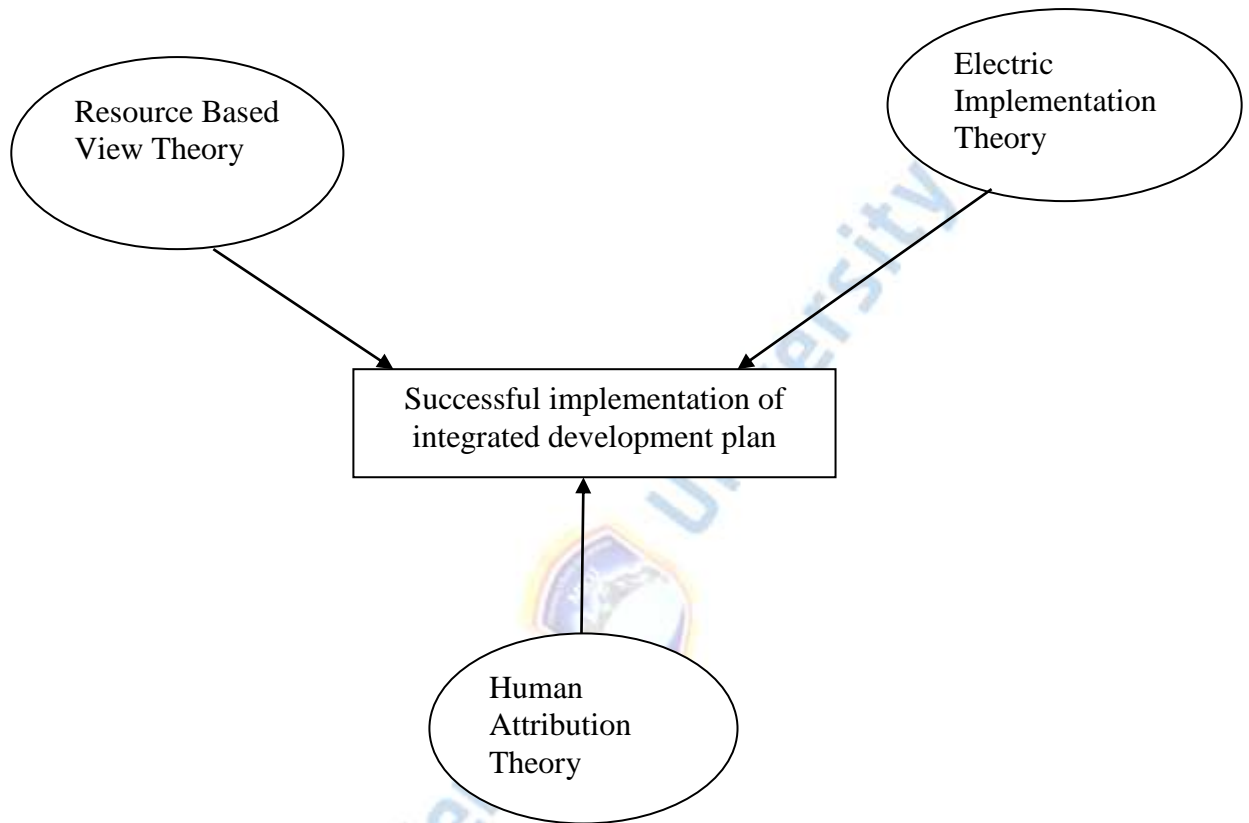


Figure 1: Summary of Theoretical Framework

2.3 Conceptual Framework

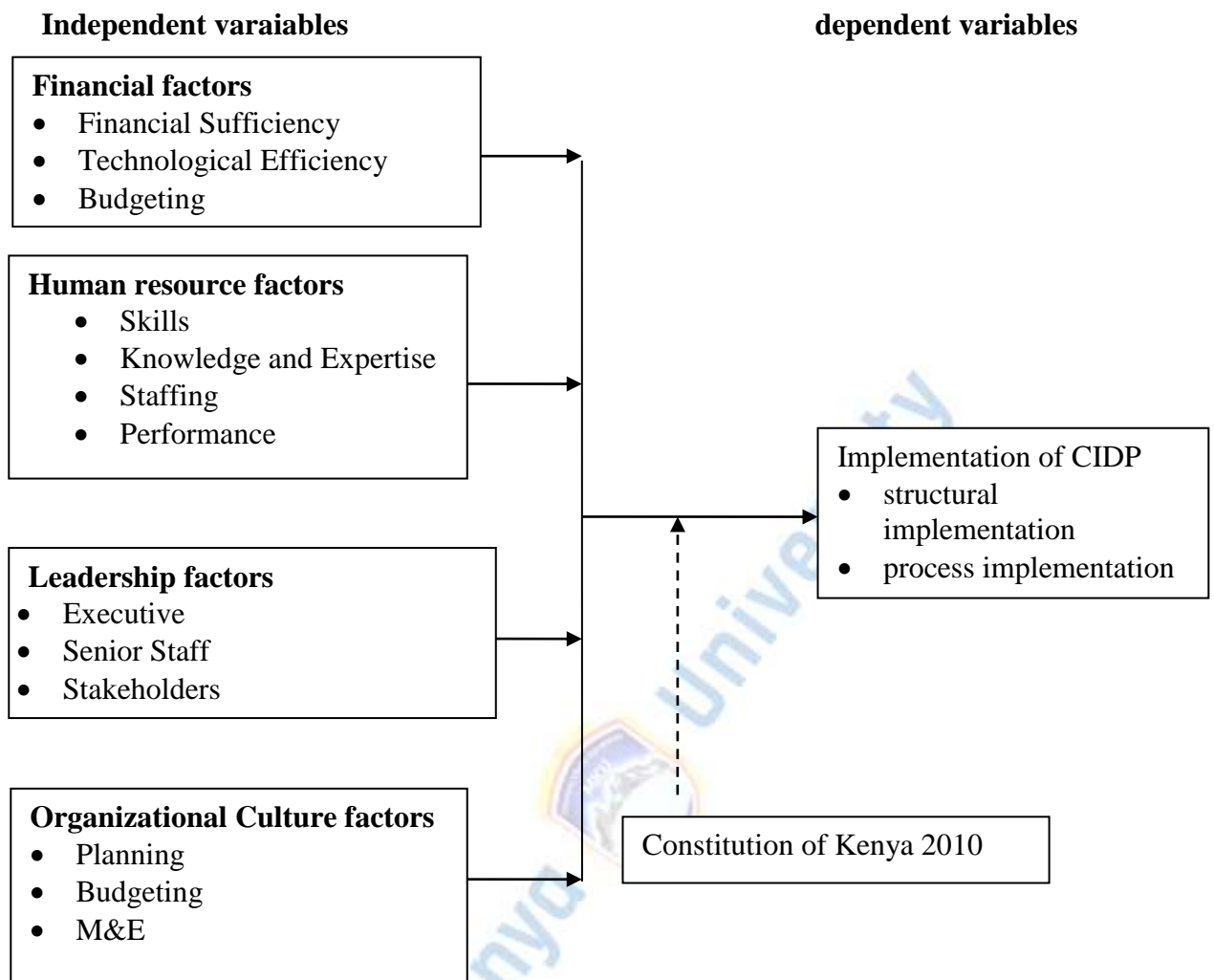


Figure 2: Conceptual framework for factors influencing implementation of CIDP

2.4. Research Gap

Based on the literature reviewed, studies had been done but targeting specific factors and not all the factors this study wish to undertake. More so these studies had been done in different organizations and institutions like cooperatives and ministries and none has been done on county government and more specifically Kisii County.

2.10. Summary of Literature Review

Formal Development Plans, according to Robinson and Pearce (2004), are a conceptual exercise best suited for bigger organizations and have no bearing whatsoever on the performance of smaller firms.

A plan, according to Steiner (2009), is a mindset and the result of a process that considers the long-term effects of the choices made today. Formal strategic planning, he said, connects short-, intermediate-, and long-term goals.

Sufficient administrative protocols and processes were required to improve the execution of strategies effectively.

Polle (2012) investigated audit companies' answers about the difficulties they encounter while putting their strategies into practice.

Ngeno (2014) investigated the difficulties in carrying out planning and devolution goals by Kenya's Ministry of Planning and Devolution.

According to the report, the ministry has established procedures and a plan for accomplishing its goals. According to the participants, the Ministry had made efforts to collect funds from the government and international development partners, and it had also saved money via better administration of those funds.

In their research, Vaidya, Sajeev, and Callender (2006) discovered that performance evaluation and support from upper management were essential.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

Several important aspects of conducting research are covered in this chapter: research design, study area, research variables, population size, research instrument validity and reliability, instrument development and administration, and data analysis methods.

3.1 Research Design

The research methods used in the study were a mix of qualitative, quantitative, and descriptive approaches. Based on prior research in comparable circumstances, this technique was chosen to improve the findings' validity and address the limits of each unique method. All three formats allowed for in-depth examination of how people felt about the study's subject. A total of 119 individuals were included in the sample, as determined by a census sampling approach. Among those who took part were ten members of the county executive committee, fifteen chief officers who reported to the county executive committees, forty directors from different parts of the Kisii County government, forty-five assembly members, and nine sub-county administrators.

3.2 Location of the Study

Kisii County's assembly and executive branches were the sites of the research. The availability of key target officers most of whom were in various job groups made the co-ordination of data collection activities easier and cheaper than if the research was done in other places. Secondly, the researcher being part of the legislative arm of the county government, respondents freely provided the much-needed information that went a long way in making the results reliable. Furthermore, a study of a similar nature had never been carried out in Kisii County.

3.3 Target Population

Ten members of the county executive committee, fourteen county chief officers who answer to the county executive committees, forty-five members of the Kisii County assembly, nine sub-county administrators, and forty-one directors from different functional sections or departments of the Kisii County government were the subjects of the study. The main data was gathered using a self-administered questionnaire that had both closed and open-ended questions. Descriptive and inferential statistics were used to examine the data.

Table 1: Target population

Respondents	No	of
County Executive Committee Members	10	
Chief Officers	14	
Directorate of Departments of the Executive	40	
Members of County assembly	45	
Sub-County Administrators	9	
Total	119	

Source: Kisii County HR office

3.4 Sampling procedure and Sample Size Selection Techniques

3.4.1. Sampling procedure

In order to choose the appropriate sample, the researcher used objective sampling. Sampling is defined as picking a subset of a bigger group in order to get detailed information by Khan et al. (2008). The sample is a selection of people chosen at random to reflect the population as a whole (p. 75). A well-chosen sample should adequately represent the population and be of sufficient size to ensure reliability. Sampling is crucial because it reduces costs by limiting the scope to a portion of the

population, thereby decreasing expenses related to data collection and analysis. It also saves time, as conclusions can be reached more quickly compared to a full population census. Objective sampling enhances accuracy, and appropriate assumptions and inferences can be drawn from the sample (p. 76).

A diverse population, including management staff (Chief Officers and Directors) and general cadre employees (GCE), was sampled using purposive, proportionate stratified, and simple random sampling techniques, according to Khan et al. (2008), Welman et al. (2011), and Orodho (2004). According to Gay (1992), stratified sampling guarantees that different demographics are adequately represented in the sample. To back this up, Chaudhuri et al. (2007) says that stratified sampling works best when there are clearly identified groupings in a population. The outcome was a sample size of 179 respondents, with 30, 100, and 49 subjects chosen from the lands, PUCDU, and commerce departments, respectively, using the same approach of purposive selection.

3.4.2 Sample Size

The researcher adopted census sampling technique. Census sampling was statistical method that studies all the members of the target population. The results obtained were accurate as each member was surveyed and there was a negligible error.

Table 2: Sampling Frame

Respondents	No of respondents
County Executive Committee Members	10
Chief Officers	14S
Directorate of Departments of the Executive	40
Members of County assembly	45
Sub-County Administrators	9
Total	118

Source: Kisii County HR office

3.5. Research Instruments

A questionnaire and interview schedule were chosen by the researcher as suitable tools for this investigation. Mugenda and Mugenda (2003) said that the questionnaire and individual interview schedules were the most common instruments for research. County Executive Committee Members, Chief Officers and Sub County Administrators were interviewed while Directorate of Departments of the Executive and Members of County assembly was issued with questionnaire to fill. Since the County Executive Committee Members, Chief Officers and Sub County The interview guide was favoured, and there were less administrators. Respondents could remain anonymous, take their time thinking about the questions (which reduced the likelihood of giving rushed answers), and a small team could survey a big area quickly and cheaply (Rowley, 2014). Due to the large number of busy individuals working for the Executive Department and the County Assembly, questionnaires were a convenient way for them to participate in this research.

3.6 Pilot Study

Prior to the data collecting exercise, the instruments' validity and reliability were assessed in the pilot research. The piloting took place in the county of Nyamira. In order to get a fair picture of the instrument's suitability for all five groups of respondents, the researcher used 12 respondents, or 10% of the total sample, for piloting. Orodho (2008) conducted a thorough review of the questionnaire before to distribution in order to identify and address issues such as ambiguous questions, inadequate space for answer writing, question clustering, and incorrect wording. The researcher was able to confirm the instrument's validity and reliability by piloting, with a Cronburch's index ranging from 0.70 to 0.80.

3.6.1 Validity of the Research Instruments

The term "instrument validity" refers to how well a measuring device really measured the target variable. After developing the instruments, the researcher gave them to their supervisors to review and determine whether they measured the target variables. The revision was carried out in accordance with their suggestions. According to Kathuri and Pals (1993), it is often possible to perform field tests with a population that is similar to the target population in order to assess content validity and reliability. Similarly, Kothari (2004) suggested using Cronbach's Alpha Coefficient (α) to calculate reliability. Through the use of piloting, the researcher was able to discover questions that were inconsistent, confusing, or likely to produce irrelevant or no replies at all. The validity of the instruments was ensured by their revisions.

3.6.2 Reliability of the Research Instruments

A trustworthy instrument was defined by Mugenda and Mugenda (1999). The degree to which a device produced consistent outcomes or data throughout several trials was referred to as its reliability (Kothari, 2004). This research used Cronbach's Alpha Coefficient (α) to find out how reliable the instruments were. containing the exception of freshly created instruments (containing both closed and open-ended items), the Cronbach Alpha Coefficient (α) is the most used metric for assessing reliability (Smith, 2003). This method overcomes the drawbacks of the instrument splitting approach. The formula was used to compute the Cronbach's Alpha Coefficient:

$$A = \frac{n * (\bar{r})}{\{1 + (n-1) * (\bar{r})\}} \quad (\text{Smith, 2003:127}).$$

Where (\bar{r}) would be calculated from averaging $\frac{(n!)}{(n-2)!2!}$ correlation coefficients

n -represents the number of constructed items in instrument.

The reliability of the instrument for research purposes was determined when item correlations reached 0.8 1.0. According to Smith (2003), a generally accepted level of alpha (α) is 0.8. Any connection between the instruments' computed scores in the pilot research and a coefficient index more than .065 indicates that the instruments' reliability has been enhanced via revisions or amendments.

3.7. Data Collection

The researcher gathered information via conducting interviews and distributing questionnaires. For further processing, the data from the interview guides and questionnaires were either immediately input into the computer programme known as SPSS version 22) or coded on a prepared sheet.

3.8. Data Analysis and Presentation

Descriptive and inferential statistics were used to examine the quantitative data. Items with the most replies were highlighted in the descriptive ones, and percentages showed what percentage of the total participants had given each answer. The Spearman correlation coefficient was used as the inferential statistic. Cross tabulations were used to display the analysed data and results. A content analysis was performed on the qualitative data in order to identify recurring themes and establish causal linkages. Tables, charts, and graphs were used to display the analysed data and results.

3.9. Ethical Considerations

The scholar respected the respondents' right to privacy, anonymity, and secrecy; full disclosure concerning research through informed consent; not to be harmed physically, psychologically or emotionally; and the right to be debriefed and the rectification of any misconceptions that arose. It was in the light of the highlighted ethical considerations that the researcher stuck to the stipulated ethical parameters

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

In line with the goal and particular goals of the research, this section focuses on data analysis, result interpretation, and finding presentation. The study's main goal was to assess the variables influencing Kisii County Government's execution of the CIDP. This chapter includes information on the response rate, demographic data, and descriptive statistics related to financial allocation, human resources, leadership, organizational culture, and CIDP implementation in Kisii County Government. Additionally, it presents inferential statistics, which encompass both correlation and regression analyses.

4.2 Response Rate

Finding the response rate for the study tools was the researcher's main objective. The proportion of research instruments that were fully completed and returned to the researcher after being given to the participants is known as the response rate, according to Kothari (2004). The sample of 64 people who responded in this research received all 64 questions.

Table 3: Response Rate

Response	Frequency	Percent
Returned	97	82.2
Unreturned	21	17.8
Total Administered	118	100

Source: Researcher (2024)

Table 3 presents statistics indicating that of the 118 questionnaires issued, 97 were completed and returned, yielding an excellent response rate of 82.2% for research

purposes. According to Bailey et al. (2000), a response rate of 50% or more is deemed satisfactory, while rates above 70% are regarded as excellent. Therefore, the data collection for this research is considered adequate for analysis, with an 82.2% response rate. Due to certain respondents' lack of cooperation and some respondents' hectic schedules—especially for MCAs and County Executive Committee members—some surveys were not returned.

4.3 Reliability of the Instrument

Reliability, as defined by Taber (2013), refers to the consistency of measurements across multiple administrations of the same instrument. When data were collected from samples of the same population across multiple studies, reliable results were consistently obtained. Following a pilot study, the questionnaire's reliability coefficient was calculated using the Social Sciences Statistics Package (SPSS), with Cronbach's Alpha used to assess its internal consistency.

Creswell and Creswell (2017) characterize reliability as the similarity of outcomes between two administrations of a questionnaire to the same respondent. In this study, achieving a Cronbach alpha coefficient of 0.7 or higher from the test data was considered essential for reliability. A reliability level of 0.70 is generally deemed sufficient for prediction tests or for assessing construct measurements (Shemwell et al., 2015). Therefore, this research adopts 0.7 as the acceptable criterion for reliability. Results exceeding 0.7 indicate dependability, while values below suggest the research tool's unreliability. Results of the reliability analysis, which used SPSS to apply the Cronbach alpha formula, are shown in Table 4. The real research did not generalise the findings of the pilot study.

Table 4: Cronbach's Alpha

Variable	Cronbach's Alpha	Number of items	Interpretation
Financial allocation	0.886	12	Acceptable
Human resources	0.878	12	Acceptable
Leadership	0.890	12	Acceptable
Organizational culture	0.733	12	Acceptable
Implementation of CIDP	0.892	12	Acceptable

Source: Researcher (2024)

From the findings, the construct financial allocation had an average Cronbach's reliability alpha of 0.886. The Cronbach's dependability alphas for the constructs of organisational culture, leadership, human resources, and CIDP implementation were 0.878, 0.890, 0.733, and 0.892, in that order. According to these results, the Cronbach's reliability alpha for each variable—dependent and independent—was more than 0.7. These findings show that every variable showed good internal consistency, demonstrating its dependability and appropriateness for data collection.

4.4 Background Information of the Respondents

This section offers comprehensive details on the gender of those who participated, age, academic qualifications, workplace, and their familiarity with the County CIDP.

4.4.1 Gender of the Respondents

The gender breakdown of the responders is shown in this section. Table 5 presents the analysis's findings.

Table 5: Distribution of the Respondents by Gender

	Frequency	Percentage	χ^2	Pr > χ^2
Male	59	60.82	1.4848	0.223
Female	38	39.18		
Total	97	100		

Source: Researcher (2024)

The research uncovered that the larger proportion (60.82%) of participants identified as male, with females comprising 39.18%, representing the minority. This indicates that men held a predominant presence in the study on CIDP implementation, potentially affording them advantages over their female counterparts. Statistical analysis, specifically the chi-square test ($\chi^2=1.4848$, $pr > \chi^2=0.223$) presented in Table 5, confirmed the significant impact of gender on respondents, reinforcing this interpretation.

4.4.2 Academic Qualifications

Table 6 displays the disbursement of those who participated according to their educational attainment in this segment.

Table 6: Distribution of Respondents by Academic Qualifications

	Frequency	Percent	χ^2	Pr > χ^2
Diploma	42	43.30	4.5625	0.1022
Bachelor degree	39	40.21		
Post Graduates	16	16.49		
Total	97	100.0		

Source: Researcher (2024)

The results presented in Table 6 illustrate the distribution of respondents based on their academic qualifications. It was found that diploma graduates constituted the majority (43.30%) of respondents, followed closely by first-degree graduates at 40.21%. Conversely, postgraduates accounted for only 16.49% of the total respondents, indicating a lower response rate from this group. This suggests a notable correlation between the educational attainment of respondents and their engagement with the study, as evidenced by the chi-square analysis ($\chi^2=4.5625$, $pr > \chi^2=0.1022$). The research

indicates that individuals with a middle-level education (diploma holders) displayed the most interest in CIDP implementation.

4.4.3 Designation

The designation of the respondents, which fell into one of the five groups listed in chapter three, is shown in this part. Table 7 presents the findings.

Table 7: show distribution of Respondents by Place of Work Category

	Frequency	Percent	χ^2	Pr> χ^2
Sub-County Administrators	27	27.84	12.375	0.0148
Directorate of Departments of the Executive Chief Officers	36	37.11		
Members of County assembly	21	21.65		
County Executive	9	9.28		
Committee Members	4	4.12		
Total	97	100.0		

Source: Researcher (2024)

The study findings revealed that among the sampled categories, the Directorate of Departments of the Executive had the highest number of respondents, with 37.11%. Sub-County Administrators (27.84%) and Chief Officers (21.65%) also had a relatively high response rate. In contrast, Members of the County Assembly (9.38%) and County Executive Committee Members (3.13%) had lower response rates. The chi-square results ($\chi^2=12.375$, $p=0.0148$) indicated a significant relationship between designation and response rate. This implies that the Directorate of Departments of the Executive was home to the bulk of personnel engaged in carrying out the County Integrated Development Plan (CIDP).

4.4.4 Duration of Work in the County Government

The respondents were asked to provide the length of time they had worked for the county government as part of the background information. The outcomes are displayed in Figure.

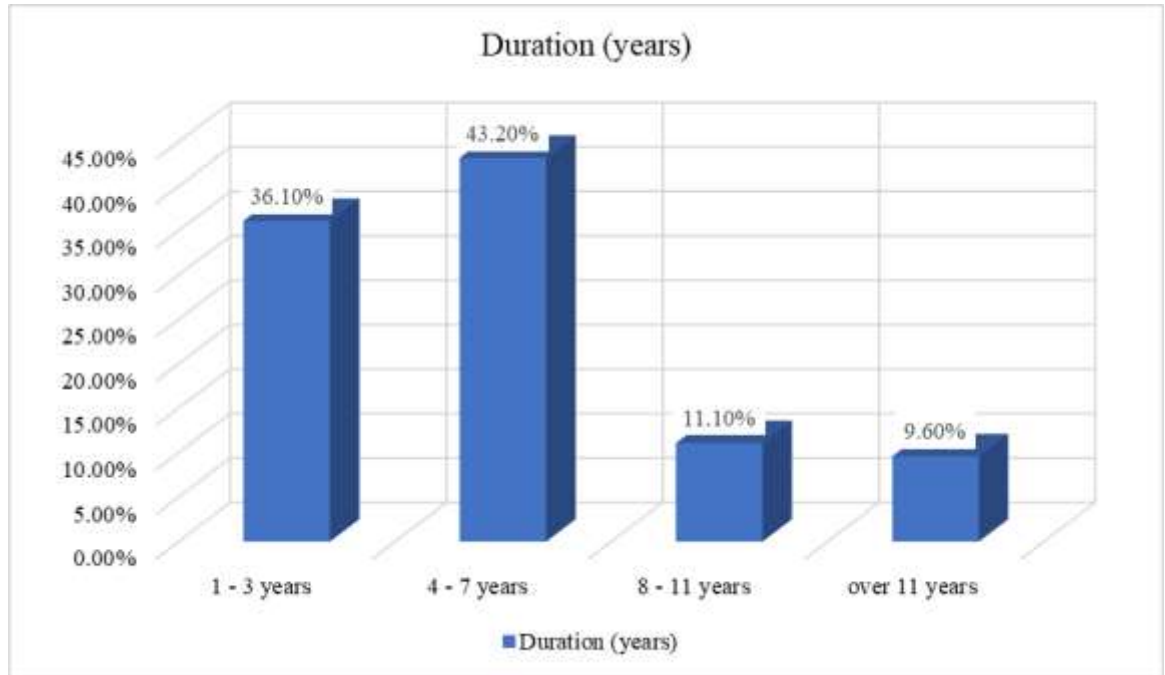


Figure 3: Duration of work (years)

Source: Researcher (2024)

According to the results shown in Figure 3, 43.20 percent of the respondents said they had worked for the county government for between four and seven years, 36.1% said they had worked there for one to three years, 11.1% said they had worked there for eight to eleven years, and 9.6% said they had worked there for more than eleven years.

This suggests that the majority of respondents had between four and seven years of experience working for the county government. This demonstrates that every respondent had sufficient experience working for the Kisii County administration and, as a result, provided pertinent information to satisfy the study's goals. The majority of respondents hold elected or appointed posts, therefore the large percentage of those

who had served for less than eight years may be explained by the possibility of fresh appointments after a change in administration.

4.4.5 Conversance with County Integrated Development Plan (CIDP)

The distribution of respondents according to how acquainted they were with Kisii County's CIDP is described in this section. Table 8 presents the findings.

Table 8: Distribution of Respondents based on conversance of CIDP

	Frequency	Percent	χ^2	Pr> χ^2
Very high	0.0	0.0	12.4545	0.006
High	38	39.18		
Moderate	42	43.30		
Low	12	12.37		
Very low	5	5.15		
Total	97	100.0		

Source: Researcher (2024)

The results of the investigation showed that 43.30% of respondents had moderate familiarity with CIDP implementation, while 39.18% had high familiarity. Additionally, 12.37% of respondents had low familiarity, and 5.15% had very low familiarity. The chi-square results ($\chi^2=12.4545$, $p=0.006$) demonstrate a significant relationship between response rate and familiarity with CIDP implementation. Taken as a whole, the findings indicate that respondents' knowledge of CIDP implementation was modest.

4.5.1 Descriptive Analysis for financial related factors

We sought respondents' views on financial-related aspects and how they affected the implementation of CIDP, in line with the primary purpose of the research. The results are shown in Table 9.

Table 9: Descriptive Statistics for Financial Related Factors

	N	Min	Max	Mean	Std. Deviation
The county has sufficient funds to ensure that its CIDP is implemented efficiently and effectively.	97	1	4	2.18	1.008
The county primarily receives funds from the National Treasury for developmental purposes.	97	1	3	1.77	0.915
The designated funds adequately align with the implementation of the CIDP.	97	1	5	2.34	0.811
The resources allocated and accessible significantly impact the implementation of the CIDP.	97	1	5	3.78	0.880
The execution of the county's budget follows the directives outlined in the CIDP	97	1	5	3.36	0.964
Valid N (listwise)	97				
Mean				2.686	0.9156

Source: Researcher (2024)

The findings in table 9, indicated an aggregate mean and SD for statements on financial related factors was 2.686 and 0.9156 respectively, this implies that the respondents were neutral on whether financial related factors affect implementation of CIDP. With a mean score of 2.18 and a SD of 1.004, respondents strongly disagreed with the assertion that the county has the financial resources to execute the CIDP effectively and efficiently. Their mean score was 1.77 and their SD was 0.915, indicating that they were likewise in disagreement with the assertion that the National Treasury mostly allocates monies to the county for development. With a mean score of 2.34 and a SD of 0.81, respondents also disagreed with the assertion that the given funds are adequate for

CIDP implementation. The assertion that the allotted and accessible resources greatly effect the execution of the CIDP was agreed with by the respondents (Mean=3.78, SD=0.880). The results also showed that respondents were indifferent when asked if the county's budget is carried out in accordance with the CIDP's instructions (Mean=3.36, SD=0.964). Consistent with these results is study by Busaka (2015) that looked at the Betting Control and Licencing Board in Kenya to see what kinds of problems they had with strategy implementation. According to the results, the biggest obstacle to implementing the plan was a lack of funding. All three of these factors are critical to the effective execution of a strategy, and the research found that using IT increased accountability, simplified planning, and improved internal communication.

Further McCarthy (2012), asserted that finance serves the purpose of ensuring the continual availability of cash in the long term, essentially extending its role from short-term functions. To devise a successful strategy, the strategic planning team must grasp the future capital constraints anticipated by the finance department. If the strategy being devised surpasses these constraints, the requirement for additional capital sources becomes a strategic concern, initiating an iterative process of evaluating strategic alternatives.

4.5.2 Descriptive Analysis for Human resource

In light of the CIDP's implementation, the second purpose of the research was to seek the perspectives of respondents on human resource related aspects in the Kisii County Government. Table 10 displays the results.

Table 10: Descriptive Statistics for Human Resources

	N	Min	Max	Mean	Std. Deviation
When it comes to personnel, the County has more than enough to carry out CIDP successfully.	97	1	5	3.70	0.818
Professionals with extensive expertise are putting the CIDP into action.	97	1	5	3.77	0.925
The County's budget allocates funds for capacity building of external stakeholders.	97	1	5	3.74	0.811
The county government lacks sufficient training resources	97	1	5	3.78	0.980
Workers do not comprehend or assess the value of accessible training in putting initiatives into action.	97	1	5	3.71	0.902
When it comes to putting ideas into action, employees often hesitant to impart crucial training skills to others.	97	1	5	3.69	0.783
Valid N (listwise)	97				
Mean				3.748	0.884

Source: Researcher (2024)

With a mean score of 3.748 and a SD of 0.884, respondents in Kisii County agreed with the assertions addressing the influence of human resources on the implementation of CIDP, as shown in Table 10. In particular, the results show that respondents believe that the county has enough people to run CIDP smoothly and efficiently (Mean=3.70, SD=0.818) and that this programme is being run by people who are knowledgeable, competent, and experienced (Mean=3.77, SD=0.925). Furthermore, participants were in

agreement that there is a shortage of training resources inside the county administration (Mean=3.78, SD=0.980) and that the budget allots funding for the capacity development of external stakeholders (Mean=3.74, SD=0.811).

The majority of respondents (Mean=3.71, SD=0.902) believe that staff members often do not understand or evaluate how applicable the training is for putting initiatives into action. Furthermore, it was observed that workers are reluctant to share important training insights with others when it comes to implementing strategies (Mean=3.69, SD=0.783). This confirms what Noble et al. (2000) found, who observed that organizations with highly skilled personnel tend to achieve positive outcomes during the implementation process compared to those with inadequately trained staff. Some organizations have taken proactive measures by establishing dedicated offices staffed with qualified personnel trained to oversee strategy implementation aspects. Baer et al. (2012) support the idea that organizations aiming to optimize their potential must develop and implement human resource practices focused on essential employee performance competencies, thereby creating a Human Resource system with alignment around these competencies. Organisations must develop human resource competencies by recruiting people with the right mix of technical know-how, relevant work experience, and other important soft skills if they want to successfully implement strategies, as pointed out by Schmidt and Keil (2013).

4.5.3 Descriptive Analysis of Leadership/management styles

Furthermore, the study analyzed respondents' views on leadership and its impact on CIDP implementation. These views are detailed in Table 11.

Table 11: Descriptive Statistics for leadership

	N	Min	Max	Mean	Std. Deviation
County leadership promotes ongoing enhancements in the strategic implementation of the CIDP	97	1	5	3.85	0.788
Kisii County demonstrates robust institutional leadership	97	1	5	3.94	0.855
Employees of the County Government are acquainted of their leaders' expectations regarding the implementation of the CIDP.	97	1	5	3.92	0.801
The county administration promotes the adoption of TQM in the implementation of the CIDP.	97	1	5	4.25	0.980
TQM enables the clear communication of strategic decisions regarding the CIDP to all stakeholders within Kisii County.	97	1	5	4.43	0.766
The CIDP's vision and mission are successfully conveyed to all stakeholders.	97	1	5	4.09	0.964
Valid N (listwise)	97				
Mean				4.08	0.859

Source: Researcher (2024)

The results showed that respondents in Kisii County agreed with all of the statements on the influence of leadership on the implementation of CIDP. The mean score was 4.08 and the SD was 0.859, suggesting that the answers were quite consistent with one another. Respondents were in agreement on two points: first, that the county administration promotes the adoption of TQM (M=4.25, SD=0.980), and second, that TQM allows all stakeholders within the county to clearly understand the strategic decisions regarding the CIDP (Mean=4.43, SD=0.766). The majority of respondents (Mean=4.09, SD=0.964) agreed that CIDP's vision and mission are effectively

communicated to all stakeholders. Similarly, with a mean of 3.94 and a low SD of 0.855, respondents agreed that robust institutional leadership is demonstrated. Furthermore, the results showed that county workers understand what their leaders expect from them when it comes to CIDP implementation (Mean=3.92, SD=0.801), and that county leadership encourages continuous improvements to the strategic implementation of the County Integrated Development Plan (Mean=3.85, SD=0.788). The results emulated those of research conducted by Leithwood, Jantzi, and Steinbach, R. (2021), which emphasized the importance of consensus during the implementation phase. Additionally, it highlighted that regular communication throughout the organizational hierarchy fosters shared beliefs and values, thus strengthening strategic alignment. Similarly, Nyong'a and Maina (2019) found that insufficient leadership engagement in strategy execution resulted in only partial success. They concluded that effective leadership should formulate a clear vision for strategic initiatives, develop efficient communication channels, and exemplify behavioral shifts consistent with the new strategies.

4.5.4 Descriptive Analysis for Organizational Culture

Additionally, the study examined respondents' perspectives on organizational culture and its influence on CIDP implementation. These viewpoints are summarized in Table 12.

Table 12: Descriptive Statistics for Organizational Culture

	N	Min	Max	Mean	Std. Deviation
The County government has its own distinct approach to implementing its CIDP across different departments, characterized by a unique organizational culture.	97	1	5	3.31	1.000
The county's organizational culture regarding CIDP implementation prioritizes change and development.	97	1	5	4.13	1.005
CIDP implementation aims to foster favorable change and cultivate organizational culture development.	97	1	5	3.31	1.011
The CIDP implementation promotes a culture characterized by creativity and innovation.	97	1	5	3.38	0.930
Creativity and innovation play a crucial role in launching and executing projects at the county level.	97	1	5	3.63	1.001
Valid N (listwise)	97				
Mean				3.552	0.9894

Source: Researcher (2024)

The table displays the study findings, which show a SDof 0.9894 and a composite mean of 3.552. This indicates that the majority of respondents in Kisii County believe that the criteria used to evaluate organizational culture are useful for CIDP implementation. There was very little variety in the replies from the sample, as seen by the modest standard deviation. Regarding specific parameters, respondents indicated agreement that the county's organizational culture prioritizes change and development in CIDP implementation (mean=4.13, SD=1.005). They also agreed that creativity and

innovation are vital in launching and executing projects at the county level (Mean=3.63, SD=1.001). However, there were mixed responses regarding whether the County government has a distinct approach to CIDP implementation across different departments, characterized by a unique organizational culture (Mean=3.31, SD=1.000), and whether CIDP implementation aims to foster positive change and cultivate organizational culture development (Mean=3.31, SD=1.011). Additionally, respondents were neutral about whether CIDP implementation promotes a culture characterized by creativity and innovation (Mean=3.38, SD=0.930).

These results were similar to the study undertaken by Maika (2020), who highlighted that the organization's structure significantly influences the successful implementation of strategies. The structure dictates how information flows and tasks are carried out, facilitating communication and providing ongoing feedback to key stakeholders within the organization.

4.5.5 Descriptive Analysis for CIDP Implementation

statements about the implementation of CIDP by the Kisii County Government were the focus of this research, which aimed to determine the extent to which respondents agreed with such statements. Table 13 displayed the results.

Table 13: Descriptive Statistics for CIDP Implementation

	N	Min	Max	Mean	Std. Deviation
Implementation of CIDP has enhanced the employee performance	97	1	5	4.57	0.779
It is easier to maintain accountability with the help of CIDP implementation strategies	97	1	5	3.05	1.002
At every level of the county administration, the execution of the CIDP is cascaded.	97	1	5	3.60	1.037

CIDP implemented ensures transparency within the firm administration	97	1	5	3.89	1.010
There is a committee that monitors CIDP implementation status.	97	1	5	3.67	1.019
The county administration provides personnel with the necessary training so they can perform strategic tasks	97	1	5	3.85	0.987
Review meeting suggestions are always included in the implementation program	97	1	5	2.38	0.986
Information and communication systems that assist CIDP implementation have been installed by the County government.	97	1	5	3.95	1.002
Valid N (listwise)	97				

Source: researcher (2024)

The findings revealed strong agreement among respondents that the approach had enhanced employee performance (Mean=4.57, SD=0.779). Additionally, they acknowledged the presence of information and communication systems to support CIDP implementation (Mean=3.95, SD=1.002) and recognized CIDP role in promoting transparency within the county administration (Mean=3.89, SD=1.010). Respondents also indicated that the institution provides necessary training for staff to engage in strategic activities (Mean=3.85, SD=0.987) and acknowledged the existence of a monitoring committee for strategy implementation (Mean=3.67, SD=0.987). However, they expressed less conviction regarding the ease of maintaining accountability with the executed plan (Mean=3.05, SD=1.002). Furthermore, respondents felt that suggestions made during review sessions were not consistently incorporated into program implementation (Mean=2.38, SD=0.986). These findings resonate with Goromonzi's

(2016) assertion that while businesses may have effective strategies, executing them successfully remains a significant challenge. Strategies remain integral to organizational operation.

Respondents were invited to share their recommendations for enhancing strategy execution within the company. They suggested that the company should establish information and communication systems to facilitate plan implementation. Furthermore, they emphasized the importance of providing employees with appropriate training to carry out strategic tasks effectively.

4.6 Inferential Statistics

We used inferential statistics, such as regression and correlation analysis, to investigate the correlations between our independent variables (CIDP implementation) and our dependent variable (financial allocation, human resources, leadership, and organizational culture).

4.6.1 Correlation Analysis

Financial allocation, human resources, leadership, and organisational culture were the independent factors in this research. Pearson correlation analysis was used to analyse the link between the dependent variable (CIDP implementation) and these variables. With positive values indicating a direct association and negative values indicating an inverse relationship, Pearson correlation coefficients may take on values between 0 and 1. According to Shahu (2013), the correlation strength was characterised using proposed values of r : "very weak" for values between .00 and .19, "weak" for values between .20 and .39, "moderate" for values between .40 and .59, "strong" for values between .60 and .79, and [very strong] for values between .80 and 1.0. In Table 14 you can see the results.

Table 14: Correlations Coefficients

		Implementa tion of CIDP	Financial Allocation	Human Resource	Leadership	Organization al Culture
Implem entation of CIDP	Pearson Correlatio n Sig. (2- tailed) N	1 97				
Financia l Allocati on	Pearson Correlatio n Sig. (2- tailed) N	.846** 0.000 97	1 97			
Human Resourc e	Pearson Correlatio n Sig. (2- tailed) N	.362** 0.001 97	.062 0.161 97	1 97		
Leaders hip	Pearson Correlatio n Sig. (2- tailed) N	.801** 0.000 97	.107 0.100 97	.152 0.102 97	1 97	
Organiz ational Culture	Pearson Correlatio n Sig. (2- tailed) N	.666** 0.000 97	.098 0.098 97	.062 0.062 97	.098 0.098 97	1 97

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

Financial allocation and CIDP implementation have a strong favourable association ($r=0.846$, $p\text{-value}=0.000$), as seen in Table 14. Since the $p\text{-value}$ (0.000) is less than the significance level of 0.05 , we may conclude that this link is noteworthy. Furthermore, there is a small but statistically significant positive correlation between human resources and CIDP implementation ($r=0.362$, $p\text{-value}=0.001$), as confirmed by a $p\text{-value}$ lower than 0.05 . Additionally, with a $p\text{-value}$ less than 0.05 , the research determined that there is a very significant positive correlation between leadership/management styles and the application of CIDP ($r=0.801$, $p\text{-value}=0.000$). Similarly, CIDP implementation was shown to be strongly correlated with organisational culture ($r=0.666$, $p\text{-value}=0.000$), a statistically significant correlation ($p\text{-value} < 0.05$).

4.6.2 Regression Analysis

The relationship between the dependent variable (CIDP implementation) and the independent factors (budget allocation, human resources, leadership, and organisational culture) was examined using multivariate regression analysis. The model for multivariate regression looked like this:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = is the dependent variable (CIDP implementation),

β_0 = Constant Term;

β_1 - β_4 = regression coefficients;

X_1 = financial allocation; X_2 =Human resource; X_3 =leadership, X_4 = organizational culture and ε = error term.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	0.830	0.822	0.378

a. Predictors: (Constant), Financial Allocation, Human Resource, Leadership, Organizational Culture

Source: Researcher (2024)

An analysis was conducted using the R-squared value to show how much variance in the dependent variable (CIDP implementation) could be explained by the independent variables (financial allocation, human resources, leadership, and organizational culture). With an R-squared value of 0.830, we may deduce that the independent factors (HR, financial allocation, leadership, and organizational culture) account for 83.0% of the variance in the dependent variable (CIDP implementation).

Table 16: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.240	4	4.310	97.271	.000 ^b
Residual	168.898	93	.098		
Total	186.138	97			

a. Dependent Variable: implementation of CIDP

b. Predictors: (Constant), financial allocation, human resource, leadership, organizational culture.

The model's fit with the dataset was assessed using ANOVA. Table 16 shows that the computed F-value of 97.271 was higher than the critical F-value of 2.4859. Furthermore, the model adequately describes the influence of independent factors on the dependent variable, as the p-value (0.000) was less than the significance threshold (0.05). Consequently, the dataset was considered to be a good match for the model.

Table 17: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.315	0.142		0.752	0.048
Financial Allocation	0.723	0.001	0.721	2.180	0.000
Human Resources	0.243	0.018	0.314	0.137	0.001
Leadership	0.172	0.014	0.223	2.143	0.009
Organizational Culture	0.428	0.028	0.004	0.040	0.000

a. Dependent Variable: implementation of CIDP

Source: Researcher (2024)

The regression equation was;

$$Y = 0.315 + 0.723X_1 + 0.243X_2 + 0.172X_3 + 0.428X_4$$

Financial allocation significantly and positively affects the execution of CIDP in the Kisii County Government, according to the data ($\beta_1=0.723$, $p\text{-value}=0.000$). The fact that the $p\text{-value}$ (0.000) is less than the significance threshold (0.05) makes its importance very clear. It seems that a 0.723 improvement in CIDP implementation occurs for every one unit increase in budgetary allocation.

Likewise, the results show that human resources have a favourable and substantial impact on the implementation of CIDP in the Kisii County Government ($\beta_2=0.243$, $p\text{-value}=0.001$). The $p\text{-value}$ (0.001) is less than the significance threshold of 0.05, indicating that this link is significant. This suggests that a 0.243 improvement in CIDP implementation is achieved by allocating more human resources.

In addition, the research shows that the implementation of CIDP in the Kisii County Government is positively and significantly affected by leadership styles ($\beta_3=0.172$, p-value=0.009). The p-value (0.009) is below than the significance threshold of 0.05, indicating its importance. Thus, adopting different leadership styles leads to a 0.172 variation in CIDP implementation.

Lastly, organizational culture also significantly and positively affects CIDP implementation in the Kisii County Government ($\beta_4=0.428$, p-value=0.000). Since the p-value (0.000) is less than the 0.05 significance threshold, the significance is clearly visible. This indicates that the county administration of Kisii experiences a 0.428 improvement in CIDP implementation for every one unit change in organisational culture.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

A summary of the key conclusions drawn from the study's goals is given in this chapter. It also provides recommendations and ideas for more study, as well as conclusions derived from the overview of findings. The purpose of the research was to assess the variables that influence the implementation of the CIDP in the Kisii County Government. These variables included those that were connected to finances, human resources, leadership, and organisational culture. Additionally, this chapter addresses the research goals by summarising the major results, drawing conclusions, and offering suggestions.

5.2 Summary of the Findings

This section provides an overview of the findings based on the study objectives. The summary highlights the descriptive and inferential findings for each item under investigation.

5.2.1 Financial Related Factors

It was acknowledged that the distribution and accessibility of resources played a significant role in the using of CIDP. In simpler terms, participants believed that having enough financial resources allocated appropriately affected how CIDP was put into action. However, participants were unsure whether the county had adequate financial resources to effectively and efficiently implement CIDP. The funds allocated to the county by the National Treasury were mainly for development purposes, and they were deemed sufficient for CIDP implementation. Furthermore, studies revealed a strong, statistically significant, and favorable association ($\beta = 0.723$; $p = 0.000$) between the deployment of CIDP and resource allocation.

5.2.2 Human Resources

Respondents were unequivocal in their support of the assertions regarding the impact of human resources on the implementation of the CIDP in Kisii County. They expressed consensus that the County possesses an ample workforce to facilitate the effective and efficient execution of the CIDP. Moreover, respondents affirmed that the implementation of CIDP benefits from the involvement of seasoned, proficient, and knowledgeable personnel. Additionally, there was agreement among respondents regarding the County's commitment to allocating funds within its budget for the purpose of enhancing the capacities of external stakeholders through various capacity-building initiatives. The county government doesn't have enough resources for training, even if staff members often don't understand or evaluate the value of the training that is offered for putting initiatives into practice. Furthermore, when it comes to putting strategies into practice, those trained staff members are reluctant to impart important training knowledge to others. According to inferential data, the Kisii County Government's CIDP implementation is positively and significantly impacted by human resources. (p value = 0.001, β = 0.243).

5.2.3 Leadership Related Factors

It was evident that the county leadership emphasized continuous improvement in strategically implementing CIDP. Kisii County exhibited strong instructional leadership, with government employees understanding their leaders' expectations regarding CIDP implementation. TQM was encouraged by the county administration to help with CIDP implementation. This allowed for strategic decision-making that was understandable to all Kisii County stakeholders. It was also stressed that CIDP's vision and goal should be effectively communicated to all relevant parties. A closer look

revealed that leadership and CIDP implementation had a positive and statistically significant link ($\beta=0.172$, $p\text{-value}=0.009$).

5.2.4 Organizational Culture

It was decided that the CIDP strategy for implementation has improved worker productivity and there was information and communication systems to support CIDP implementation; CIDP had a great role in promoting a culture of transparency within the county administration. County government had a culture of provides necessary training for staff to engage in strategic activities and there exist a monitoring committee for strategy implementation. However, there was less conviction regarding the ease of maintaining accountability with the executed plan and that suggestions made during review sessions are never consistently incorporated into program implementation. Additionally, it was shown that there was a positive and significant link ($\beta=0.428$, $p\text{-value}=0.000$) in organizational culture and CIDP adoption.

5.2.5 Implementation of CIDP

It was determined that strategy had a significant role in the implementation of CIDP. The allocation of financial resources, availability of human resources, effective leadership, and the culture of an organization were identified as essential factors in the implementation of CIDP. The responders unanimously agreed that the deployment of CIDP had significantly improved employee performance and that there were adequate information and communication systems to support CIDP implementation. Respondents also agreed that CIDP implementation promote transparency within the county administration. However, they expressed less conviction regarding the ease of maintaining accountability with the executed plan. Furthermore, respondents felt that suggestions made during review sessions were not consistently incorporated into program implementation

5.3 Conclusion

The research made many conclusions on the results of the study. The findings are derived in relation to the research objectives.

5.3.1 Financial Related Factors

The research findings indicated that the allocation of financial resources significantly impacted the implementation of the CIDP. This underscores the importance of sufficient financial allocation to ensure the effective execution of the CIDP. Hence, it is essential for the county to prioritize adequate financial resources to expedite the implementation process. Nonetheless, there is ambiguity regarding whether the funds allocated by the National Treasury to the county were specifically earmarked for development purposes.

5.3.2 Human Resources

The research determined that the human resources factor significantly affects the execution of the CIDP in Kisii County. The research also determined that the county administration has enough human resources to successfully and efficiently execute the CIDP. The research also determined that the county government should invest cash for enhancing the skills and abilities of external stakeholders.

5.3.3 Leadership Related Factors

The research determined that it was unclear if county officials actively supported continuous enhancements in the strategic execution of the CIDP and whether there was strong instructional leadership in Kisii County. Moreover, the extent to which TQM aids in facilitating strategic decision-making was not definitively determined. Moreover, it was suggested that the management style used in the county government had no substantial effect on the execution of the CIDP.

5.3.4 Organizational Culture

The study indicated that the execution of the CIDP was intended to promote beneficial transformation and build an organizational culture that highly esteems creativity and innovation, both of which are crucial for launching and carrying out county initiatives. The study also found that the corporate culture had a crucial influence on the implementation of CIDP, greatly affecting its execution. Nevertheless, the research determined that it is unclear if the county has a unique culture in terms of implementing CIDP in various wards. Furthermore, it was deduced that the claim about the organizational culture in the county about CIDP implementation being change and development-oriented was not well expressed.

5.4 Recommendations

The suggestions presented are derived from the study's objectives and conclusions.

5.4.1 Financial Related Factors

The report recommends that the county administration should provide priority and guarantee adequate allocation of resources to the proper channels accountable for guaranteeing the effective execution of the CIDP. The research also suggests that the National government should grant necessary money to the county government to ensure the effective execution of county projects. Similarly, the county government has to distribute funds appropriately to line with the implementation of the CIDP.

5.4.2 Human Resources

The research suggests that counties should ensure they have a enough supply of trained and educated staff to effectively and efficiently execute the CIDP, since human resources are crucial for plan implementation. This may be accomplished by providing training and fostering knowledge exchange among the workforce.

5.4.3 Leadership Related Factors

The research proposes that the leadership style used in the county government administration should provide utmost importance to the strategic execution of county initiatives, particularly the CIDP. In addition, executives must guarantee effective communication of the CIDP's vision and goal to all stakeholders, while also clearly expressing their expectations to workers on the implementation of the CIDP. In addition, it is advisable for the county administration to support the implementation of TQM principles in order to facilitate strategic decision-making about the CIDP.

5.4.4 Organizational Culture

The organizational culture of the County Government is a reflection of its preparedness and competence to carry out initiatives and objectives. Hence, the research proposes that the county should cultivate and promote a unique culture that nurtures creativity and innovation, which are undeniably crucial for beginning and implementing the CIDP.

5.5 Suggestions for Further Studies

Based on the data, the study pointed out certain areas that need more research into the factors that affect how county projects are carried out. These places include:

- i. How allocating resources affects the carrying out of county government tasks.
- ii. The effect of stakeholders on the execution of the county integrated development plan when considering other factors that could have been used.
- iii. An analysis of moral behavior when using county government projects.

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APPENDICES

Appendix I: Introduction Letter

JAMES NTABO

Mount Kenya University

P.O. BOX 4441-40200

Nairobi - Kenya

Dear Sir/Madam (Respondent),

RE: DATA FOR ACADEMIC RESEARCH (MASTERS PROJECT)

I am an MBA student at Mount Kenya University, currently undertaking a research project as part of the requirements for the Master's Degree in Business Administration (Strategic Management). My study is mostly about "Implementation of County Integrated Development Plan in Kisii County Government." There is a quiz linked to this paper that has been made. It will be used to gather information that is needed to meet the goals of the study. All of the information gathered will only be used for academic reasons, and the researchers will keep it completely secret. Following ethical standards for privacy will ensure that the study stays private, and the results will be shared without naming any specific responders.

Yours Sincerely,

James Ntabo

Appendix II: Consent Form

Dear Participant,

You are welcome to take part in a study called "Implementation of County Integrated Development Plan in Kisii County Government." Mount Kenya University is where I'm getting my Master's in Business Administration, and I'm almost done with my Master's project.

Joining this study project is completely up to you. For whatever reason, you can choose not to take part or leave any questions open. Participants don't face any risks that aren't normal in everyday life. Your answers will stay private and secret. The study data will be kept safely and only be shared as an overall total.

If you're willing to take part in this project, please fill out the linked form as completely as you can. It should take about 10 minutes to fill out the form. To help me finish the project report, please send it back as soon as possible.

If you have any questions about this project, feel free to contact the investigator, James Ntabo, at 0722250530, or the supervisor, Dr. Kennedy Nyariki, at 0724404766. For questions regarding your rights as a research participant, you may contact the Chairman of the Mount Kenya University Ethical Review Committee at P.O. Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

Consent

I have read the information given to me and understand it. I have also had the chance to ask questions. I am aware that my engagement is optional and that I can quit at any time, without having to give a reason, and at no cost to me. I know that a copy of this agreement form will be sent to me. I agree to take part in this study on my own.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____



Appendix III: Questionnaires

As part of Mount Kenya University's Master's program in Business Administration (Strategic Management), this study is being done. This survey's goal is to rate the "Implementation of County Integrated Development Plan in Kisii County Government."

We promise that the information we get will be kept secret and will only be used for academic study. You can ask for the study's data to be shared with your group after the research is done.

Instructions

Please answer all questions by checking the box (✓) or leaving a statement if needed. Please give more details where you think they are needed.

Section A: Demographic Information

1. Gender

Male Female

2. Age bracket

20 - 29 30 - 39

40 - 49 50 - 59

Above 60

3. Level of education (please mark your current level of education).

No formal education Certificate

Diploma Degree

Masters []

PhD []

Others please specify []

4. What position did you have in the county administration at the time?

County Executive Committee Member [] Chief Officer []

Member of County Assembly [] Director of Department []

Sub-County Administrators []

5. How long have you worked for the County Government?

1 – 5 years [] 6 – 10 years []

11 – 15 years [] 16 – 20 years []

Above 21 years []

6. Regarding your present job, the duration that have you been there?

1 – 2 years [] 2 – 4 years []

5 – 6 years [] Above 6 years []

7. Please mark how much you agree with each of the preceding factors by checking

the boxes to the right of them. It's SD (Strongly Disagree), D (Disagree), or N

(Neutral). A: I agree, and SA: I strongly agree.

SECTION B: FINACIAL RELATED FACTORS

STATEMENTS	SA	A	N	D	SD

The county possesses ample financial resources to facilitate the most useful and appropriate application of CIDP.					
The county primarily receives funds from the National Treasury for developmental purposes.					
The designated funds adequately align with the implementation of the CIDP.					
The resources allocated and accessible significantly impact the implementation of the CIDP.					
The execution of the county's budget follows the directives outlined in the CIDP					

SECTION C: HUMAN RESOURCES

STATEMENTS	SA	A	N	D	SD
When it comes to people, the County has enough means to carry out CIDP successfully and quickly.					

The CIDP is currently run by people who are skilled, experienced, and knowledgeable.					
The County's budgeting includes money for improving the skills of outside partners.					
The county government lacks sufficient training resources					
Employees lack comprehension or rate how beneficial the training is for putting plans into action.					
Employees don't want to pass on significant training skills with other people who are putting plans into action.					

SECTION D: LEADERSHIP RELATED FACTORS

STATEMENTS	SA	A	N	D	SD
County leadership promotes ongoing enhancements in the strategic					

accomplishment of the CIDP					
Kisii County demonstrates robust institutional leadership					
Employees of the County Government are acquainted of their leaders' expectations regarding the application of the CIDP.					
The county administration promotes the adoption of TQM in the enactment of the CIDP.					
TQM enables the clear communication of strategic decisions regarding the CIDP to all stakeholders within Kisii County.					
All parties understand and agree with the CIDP's goal and mission.					

SECTION E: ORGANIZATIONAL CULTURE

STATEMENTS	SA	A	N	D	SD
The County government has its own distinct approach to implementing its					

CIDP across different departments, characterized by a unique organizational culture.					
The county's organizational culture regarding CIDP implementation prioritizes change and development.					
CIDP implementation aims to foster favorable change and cultivate organizational culture development.					
The application of CIDP encourages a society that is open to new ideas and imagination.					
When projects are started and carried out at the county level, creativity and new ideas are very important..					


SECTION E: CIDP IMPLEMENTATION

STATEMENTS	SA	A	N	D	SD
Implementation of CIDP has enhanced the employee performance					

It is easier to maintain accountability with the help of CIDP implementation strategies					
At every level of the county administration, the execution of the CIDP is cascaded.					
CIDP implemented ensures transparency within the firm administration					
There is a committee that monitors CIDP implementation status.					
The county administration provides personnel with the necessary training so they can perform strategic tasks					
Review meeting suggestions are always included in the implementation program					
Information and communication systems that assist CIDP implementation have been installed by the County government.					

We appreciate your help.

Appendix IV: ERC Letter



Mount Kenya University

REF: MKU/ISERC/3565
TO: JAMES NTABO
REG: MBA/2023/45332

Date: 28 March 2024

Dear Sir/Madam,


RE: DETERMINANTS OF IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLAN IN DEVOLVED GOVERNMENT UNITS IN KISII COUNTY KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2609**. The approval period is **28/03/2024 - 27/03/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,  **The Chairman**
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix V: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2023/45332
2nd April, 2024
*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: JAMES NTABO – REGISTRATION NO. MBA/2023/45332

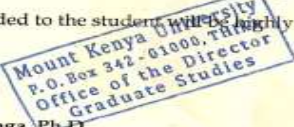
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **“Determinants of Implementation of County Integrated Development Plan in Devolved Governments Units in Kisii County, Kenya.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2024 and June, 2024**

Any assistance accorded to the student, **Mount Kenya University** highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.


Mount Kenya University
P.O. Box 342-01000, Thika
Office of the Director
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix VI: Research Permit


REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation

Ref No: **321662**

RESEARCH LICENSE



This is to Certify that Mr. JAMES NTABO of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kisii on the topic: DETERMINANTS OF IMPLEMENTATION OF A COUNTRY-INTEGRATED DEVELOPMENT PLAN IN DEVOLVED GOVERNMENT UNITS IN KISII COUNTY KENYA for the period ending : 24/April/2025.

License No: NACOSTI/P/2434766

321662
Applicant Identification Number

W. Mutunga
Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

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See overleaf for conditions

Appendix VI: Similarity Index

**DETERMINANTS OF
IMPLEMENTATION OF COUNTY
INTEGRATED DEVELOPMENT
PLAN IN DEVOLVED
GOVERNMENT UNITS IN KISII
COUNTY KENYA**

by JAMES NTABO

Submission date: 04-Jun-2024 06:23PM (UTC+0300)

Submission ID: 2395463764

File name: Ntabo_Project_editted_1_1.doc (753.5K)

Word count: 22496

Character count: 134815

DETERMINANTS OF IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLAN IN DEVOLVED GOVERNMENT UNITS IN KISII COUNTY KENYA

ORIGINALITY REPORT

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Appendix VII: Field Letter

