

**ASSESSMENT OF STRATEGIC PLANNING MODELS AND THEIR  
EFFECTIVENESS ON COMMUNITY HEALTH STRATEGY IMPLEMENTATION  
IN WESTERN KENYA COUNTIES**

**BY**

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**DECLARATION**

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

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## **DEDICATION**

I would love to dedicate this work to my loving mother Sophia A. Midoro.

## ABSTRACT

Globally, strategic management is important due to challenges organizations continue to experience in the environment for example depletion of resources. In Kenya, many organizations have adopted strategic management approach. National and County governments are not an exception in this, yet they continue to face challenges particularly in community health service delivery. Prevalence of diseases especially Malaria, HIV and Aids and diarrhoea, low access to pre and antenatal care, high mortality rates and unwanted and early childbirths are still witnessed. According to Kenya Demographic and Health Survey of 2014, Communities in Homabay, Migori, Kisumu, Siaya, Kakamega and Busia Counties experience these health challenges at high levels compared to others. Health strategies have been formulated and implemented but the challenges continue to exist pointing to ineffectiveness of strategic planning framework. Moreover, studies on the subject of strategic management are broad as researchers focus on different areas and context but do not investigate strategic planning models adopted by establishments and extent to which they are adopted. No studies cover factors for appraisal of the strategic planning models. Further, they do not cover effectiveness of these models for strategy implementation. It is unknown, empirically, what the extent of adoption of various strategic planning models is, information is lacking on these three areas yet strategic planning models if well applied leads to better strategy formulation and successful implementation. This study sought to establish strategic planning models and their effectiveness on community health strategy implementation in Western Kenya Counties. Specific objectives were to establish extent of adoption of various strategic planning models, establish factors for appraisal of strategic planning model and establish effectiveness of strategy planning models for Community Health Strategy implementation in selected western Kenya Counties. The study was guided by strategic choice theory and adopted descriptive research design. Population of study was 42 Sub-County Community Health Strategy Focal Persons. Saturated sampling was used to pick all of them and a response rate of 33 was attained. The results showed that average of the means for the extent of adoption of strategic planning across the counties was 2.803 which is rated as moderate in a scale of 1-5. This implies that strategic planning models are moderately adopted in Western Kenya. Further, the factors for appraisal of strategic planning were identified to be stability or turbulence of the external environment, health of programme, state of development of the programme, structure of the programme, programme purpose, attitudes to planfulness, expertise in planning persons availability of resources and organizational culture which accounted for a mean of 3.02 which is rated as moderate. Finally, the mean for effectiveness of strategy planning models for community health strategy implementation was 3.17 which is moderate in a scale of 1-5 implying that strategy planning models are effective in strategy implementation in Western Kenya. The study concludes that strategic planning models are effective in community health strategy implementation in the counties in Western Kenya. It is recommended that the county governments should continue to emphasize effective use of strategic planning models in order to enhance efficiency in their achievement of long term and short term objectives. The study will provide an opportunity for the government and community health stakeholders to assess their strategy activities.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>AAK</b>	Action Aid Kenya
<b>ANC</b>	Ante Natal Clinic
<b>CRM</b>	Customer Relationship Management
<b>GBE</b>	Government Business Enterprise
<b>KDHS</b>	Kenya Demographic and Health Survey
<b>KHPF</b>	Kenya Health Policy Framework
<b>KRA</b>	Kenya Revenue Authority
<b>MOH</b>	Ministry of Health
<b>MOPHS</b>	Ministry of Public Health and Sanitation
<b>OL</b>	Organizational Learning
<b>SCP</b>	Strategic Competitive Positioning
<b>SP</b>	Strategic Planning
<b>SPM</b>	Strategic Planning Model
<b>TQM</b>	Total Quality Management

## **DEFINITION OF TERMS**

### **Alignment**

Creating conformity between an organizations internal operations, its goals, objectives, mission, vision and external environment

### **Scenario planning-**

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

### **Strategic Planning Model**

The way that a strategic plan is developed taking into account the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization and expertise of planners among other factors

### **Strategy Planning**

Decisions and actions that deliver a strategic plan

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# **CHAPTER ONE**

## **INTRODUCTION**

This chapter presents the background to the study, statement of the problem, research objectives, hypotheses, justification for the study and the conceptual framework. It also highlights the context of the study which is community health strategy in selected western Kenya counties.

### **1.1. Background of the Study**

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment (Dawar, 2013). According to Wilson and Eilertsen (2010), it is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.

Wheelen and Hunger (2015) contend that there are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization and expertise of planners. Pearce and Robinson (2009), advance that strategic planning models include goals-based, issues-based, organic, scenario and inspirational models. However there is no one perfect strategic model, to be used the same way all the time with every organization (Gavetti and Ocasio, 2015).

Conventional Strategic Planning Models are the most common model according to Ketchen and Short (2016). The model is ideal for organizations that have sufficient resources to pursue very ambitious visions and goals, have external environments that are relatively stable, and do not have a large number of current issues to address. On the other hand, Issues-based Strategic Planning Model works best for organizations that have very limited resources, several current and major issues to address, little success with achieving ambitious goals, and/or very little buy-in to strategic planning (Johnson and Scholes, 2008). Organic Strategic Planning Model argues that

organizations are robust and dynamic systems that are always changing, so a plan produced from conventional planning might quickly become obsolete. Wheelen and Hunger (2015) support the argument especially if planning is meant to achieve a very long-term vision for many people. Real-Time Strategic Planning Models suited especially for people who believe that organizations are often changing much too rapidly for long-term, detailed planning to remain relevant (Harrison and St. John, 2010). The model asserts that planning for an organization should be done continuously, or in "real time." The real-time planning model is best suited, especially to organizations with very rapidly changing environments outside the organization. Alignment Model of Strategic Planning focuses on strong alignment of the organization's internal operations with achieving an overall goal, for example, to increase productivity or profitability, or to successfully integrate a new cross-functional system, such as a new computer system. (St-Hilaire, 2011). Inspirational Model of Strategic Planning is used when planners see themselves as having very little time available for planning and/or there is high priority on rather quickly producing a Strategic Plan document (Wheelen and Hunger, 2006).

Studies have been conducted on strategic planning. While some studies speak generally about strategic planning, others focused on specific aspects of planning. For example, Emeka, Ejim and Amaka (2015) did a study of a Manufacturing Company revealing that a well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization and secondly, that behavioural and systematic resistance to strategic changes renders formulation ineffective. Babatunde and Adebisi (2012) worked on the impacts of Strategic Environmental Scanning on Organization performance and found that the use of strategic environmental scanning in evaluating the external environmental forces (opportunities and threats) helps in seizing the opportunities and avoiding threats and it leads to organization profitability. Similarly, Owolabi and Makinde (2012) examined the effects of Strategic Planning on Corporate Performance and found that there is a significant positive correlation between strategic planning and corporate performance.

Maroa and Muturi (2015) studied the influence of strategic management practices on the performance of Floriculture Firms in Kenya and established that majority of the firms had a strategic plan, implemented their strategic plans as planned, conduct

strategy evaluation and control on their strategic management practices. Anichebe and Agu (2013) studied of the effects of strategy Formulation and Implementation in Business Organizations in Enugu State and discovered that the organization loses sales as a result of change in consumption pattern of their customers and that a well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization. Further studies have been done in the area of strategic planning, strategy formulation and strategy implementation. These include the works of Muchira (2013), Chege, Wachira and Mwenda (2015), Bassa (2015), Kohzadi and Hafezi (2016) and Mpoke and Njeru (2015) Per and Klause (2013), Njagi and Kombo (2014), Kibachia, Iravo and Luvanda (2014), Muthini (2013), Abok (2014), Kairu (2013), Okwachi, Gakure and Ragui (2013), Djordjević and Drucker (2014), Uzel (2015), Kanini (2012), Opano (2013), Ongonge (2013). The studies however do not investigate strategic planning models adopted by these firms and to what extent they are adopted. No studies cover factors for appraisal of the strategic planning models. Further, they do not cover effectiveness of these models for strategy implementation. Information is lacking on adoption of strategic planning models, factors for their appraisal and their effectiveness for strategy implementation yet strategic planning models if well applied leads to better strategy formulation and successful implementation. Organizations and programmes can benefit from proper approach to strategic planning by way of the model or models adopted. Such fields may include community health and particularly as the case is in Kenya.

### **1.1.1. Community Health**

Health with its socio-economic underpinnings remains one of the major global challenges and an important obstacle to human capital development. Important international milestones in the struggle for health include the Alma Ata Declaration on Primary Health Care, Roll Back Malaria, the Abuja and Maputo Declarations, Millennium Summit and many others. These milestones provided the platform for health sector planning and development in the country and as an international yardstick for which progress is assessed (GOK, 2014). The population of Kenya has been growing steadily from 10,942,705 people in 1969 to 38,610,097 people in 2009. Projections for 2012 placed it at 42,387,216 and increase of about 3.8 million people in three years. The Kenya 2013 Index report estimated the Kenya population to have reached 44,037,656. The increase in population has great implications on health as

large population strain resources leading to ill health and other social evils. This calls for a vibrant health care system with adequate, skilled and well distributed human resources to deal with diseases and other ailments. The Government of Kenya is committed to the improvement of the health and welfare of its citizens. Over the years, the government has taken important steps towards this goal, emphasizing that the provision of health services should meet the basic needs of the population and be geared towards providing health services within easy reach of Kenyans. It has also placed considerable emphasis on preventive, promotive and rehabilitative health services without ignoring curative services. Among the actions taken - the development of the Kenya Health Policy Framework (KHPF 1994-2010), the launch of Vision 2030, and the enactment of a new constitution in 2010 - have greatly influenced the health status of Kenyans and the structure in which health services are provided. In particular, the new constitution creates a devolved system of governance with 47 counties, each of which is responsible for providing and delivering health care services to its citizens. The devolved system is intended to make the realization of the right to health by all Kenyans a reality (Government of Kenya, 2010). The 2014 Kenya Demographic and Health Survey (KDHS) is a national sample survey that targeted 40,300 households designed to provide detailed information on aspects of health across Kenya and in each of the 47 counties. The KDHS is conducted every five years. In the 2014 KDHS, information was collected on household characteristics, education and employment, marriage and sexual activity, fertility levels and preferences, awareness and use of family planning methods, maternal and child health and survival, nutritional status, ownership and use of mosquito nets, knowledge and behaviors regarding HIV, domestic violence, female circumcision, and fistula (GOK, 2014).

The overall goal of the Community Health Strategy is to enhance community access to health care in order to improve productivity and thus reduce poverty, hunger, and child and maternal deaths, as well as to improve education performance across all the stages of the life cycle (KDHS, 2014). The Ministry of Health recognizes and appreciates the development of Community Health Strategy by supporting its obligation of improving the health of the citizens by narrowing the gap between service provision and demand for services. It aims at bringing about synergy and collaboration between individuals, communities, social networks, and policy makers

through participatory activities and dialogue in order to develop an integrated and consolidated approach to Community Health Services. The community health strategy approach is a mechanism through which households and communities take an active role in health and health-related development issues. Initiatives outlined in the approach target the major priority health and related problems affecting all cohorts of life at the community and household levels – level 1 of the KEPH-defined service delivery. It is envisioned that the households and communities will be actively and effectively involved and enabled to increase their control over their environment in order to improve their own health status. The intention, therefore, is to build the capacity of communities to access, analyse, plan, implement and manage health and health related development issues, so as to enable them to contribute effectively to the country's socio-economic development. The second major intended impact of the approach is that the communities will thereby be empowered to demand their rights and seek accountability from the formal system for the efficiency and effectiveness of health and other services.

According to Economic Survey (KNBS, 2013) nationally the average attendance for antenatal care (ANC 1) is (68.5 percent) and ANC 4 (30.4 percent) in 2012. The attendance shows high and low attendance for ANC 1 and 4 respectively. ANC 1 attendance was highest in the following counties: Lamu (100.3 percent), Nyeri (96.3 percent), Mombasa (96.1 percent) and TaitaTaveta (88.3 percent). The following counties had the lowest attendance: Laikipia (47 percent), Makueni (45.5 percent), TharakaNithi (45.6 percent), Machakos (41.7 percent) and Wajir (34.6 percent.) Nationally in 2012 the new ANC clients were 1,132,926 out of which 1,094,617 were tested for HIV and 45,306 tested HIV positive. This shows a test rate of 96.6 percent and positivity rate of 4.1 percent. The majority of those tested positive were from Nairobi (7,907) followed by Kisumu (3,765) and Homa bay (3387). The counties with the least number of clients who tested negative were Mandera (10), Wajir (15) and Tana River (49). Prevalence of early childbearing is highest in the Nyanza region (65 births per 1000) followed by Rift Valley and Coast; it is lowest in Central and North Eastern region (KDHS, 2014).

The malaria endemic zones in the country are Coast, Nyanza (except Kisii, Gucha and Nyamira) and Western (except Mt. Elgon, Lugari and Likuyani). In 2011 for instance,

clinical malaria was the leading cause of morbidity in Nyanza Region and Western regions accounting for 31.3 and 32.1 percent respectively (MOH, 2012). Nationally clinical malaria accounts for up to 30 percent of outpatient attendance and 19 percent of the admissions to health facilities, and is a leading cause of death in children under five years. It is responsible for extensive mortality and morbidity, especially of children and it saps the vitality of the workforce and diverts resources needed for development of the country (MOPHS, KNBS & ICF Macro, (2011). The community health challenges are high in certain counties in western Kenya in the areas of malaria, diarrhoea, sanitation, ANC, early births and HIV and Aids and require further investigation

## **1.2. Statement of the Problem**

Studies have been conducted in other areas of strategic management. They are rather broad and span strategic planning through to strategy implementation. Despite the contribution strategic planning models make to overall strategy implementation, studies have not covered this area. Consequently information on this area of strategy is lacking. No studies have related strategic planning models to their effectiveness on strategy implementation. It is unknown, empirically, what the extent of adoption of various strategic planning models is. It is also unknown what factors for appraisal of these models is and what the effectiveness of these models for community health strategy implementation is. Poor choice and application of strategic planning models could be attributed to the challenges witnessed in the community health strategy implementation in selected western Kenya counties where there are highest malaria prevalence rates with clinical malaria accounting up to about 32.1% of outpatient attendance. The same could be the case for prevalence of early childbearing is highest in some Nyanza counties and majority of those testing HIV positive at ANC also coming from Nyanza counties.

### **1.3. Objective of the study**

The main objective of the study was to establish strategic planning models and their effectiveness on community health strategy implementation in selected western Kenya counties. Specific objectives were;

- i. Establish extent of adoption of various strategic planning models for community health strategy in selected western Kenya counties.
- ii. Establish factors for appraisal of strategic planning model for community health strategy in selected western Kenya counties.
- iii. Establish effectiveness of strategy planning models for community health strategy implementation in selected western Kenya counties.

### **1.4. Research Questions**

- i. What is the extent of adoption of various strategic planning models for community health strategy in western Kenya counties?
- ii. What are the factors for appraisal of strategic planning model for community health strategy in western Kenya counties?
- iii. What is the effectiveness of strategy planning models for community health strategy implementation in western Kenya counties?

### **1.5. Justification of the Study**

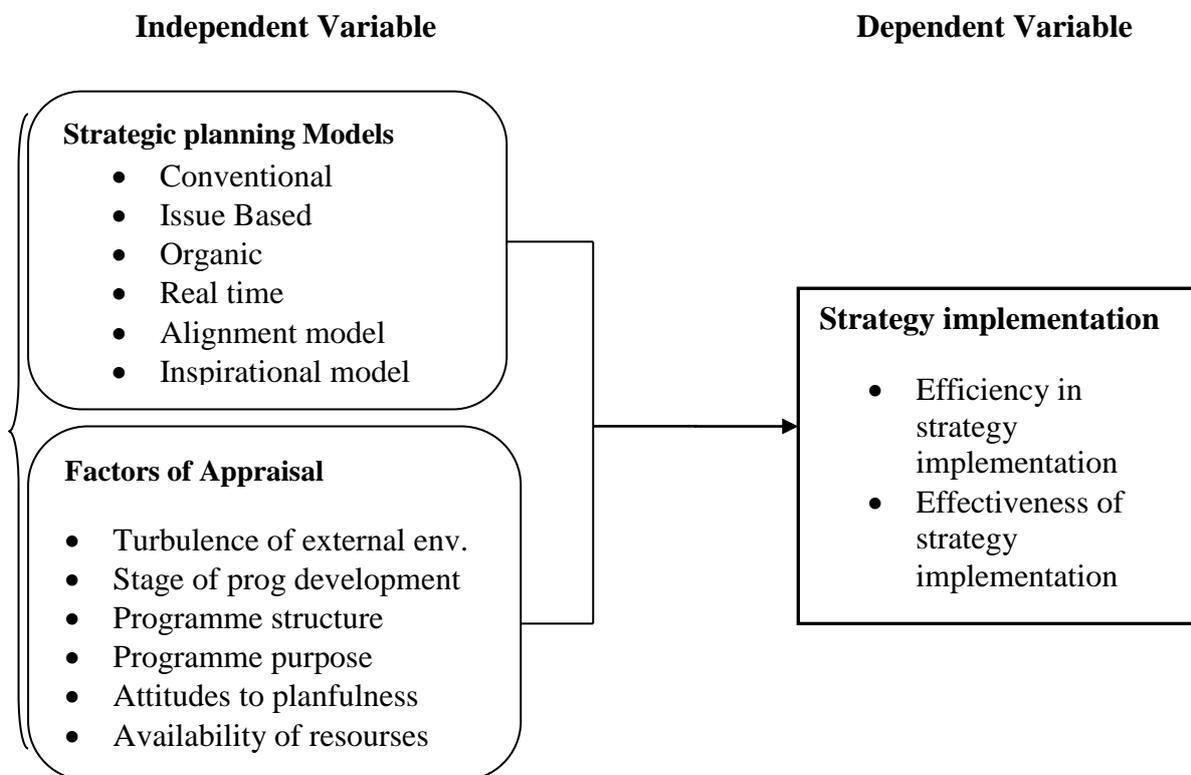
This study will provide an opportunity for the government and community health stakeholders to assess their strategy activities. It is expected that the findings of the study will be beneficial to policy makers and beneficiaries of community health strategies both within the selected counties and also outside. The stakeholders concerned may base their argument for or against strategic planning models based on these findings. The National and County governments are also likely to benefit from the outcome of the study as it may inform it on the direction of regulation and policy for community health. Researchers may also benefit from the study by drawing from knowledge provided by the study and using the study as a foundation for additional research.

## 1.6. Scope of the Study

The study focused on the three objectives above. It covered six selected western Kenya counties of Kisumu, Homabay, Migori, Siaya of former Nyanza Province and Busia. It was concerned with the period from 2014 to 2017 as respondents were required to respond to questions designed to elicit data for that period.

## 1.7. Conceptual Framework

In the conceptual framework below, strategic planning models is expected to have a relationship with factors considered when appraising strategy and also with strategy implementation effectiveness.



**Figure 1.1:** Relationship between strategic planning models adoption and strategy implementation effectiveness.

**Source:** Adapted from Porter and Kramer (2006)

Figure explains expected Relationship between Adoption of Strategy Planning Models and Strategy implementation. It is expected that with adoption of any or a combination of any of the models strategy implementation effectiveness should be realized. However, the practice of the model(s) adopted is within factors internal and external to the firm which influences outcomes

## **CHAPTER TWO**

### **LITERATURE REVIEW**

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

#### **2.1. Theoretical Literature**

##### **2.1.1. Theory of the Study**

The study is anchored on Strategic Choice Theory. According to (Kocham, 1984) (1984) Strategic Choice Theory was developed when industrial relations in the U.S. were changing rapidly. Because most of the popular concepts at that time were generated during times of relative stability and consequently were overly fixed, they had difficulty explaining behavior when the basic constraints of the system appear to be changing. Strategic Choice Theory describes the role that leaders or leading groups play in influencing an organization through making choices in a dynamic political process. This theory is built on a notion of interface in which organizations adapt to their environment in a self-regulating manner in order to achieve their goals.

Strategic Choice Theory begins with the consideration of relevant forces in the external environment that affects service relationships. Altering external environment prompts organizations to make adjustment in their competitive business strategies. In making these changes, series of options considered are separated and controlled for consistencies with the values, beliefs and ideas rooted in the mind of decision makers. As choice are also embedded in particular historical and institutional structures, the range of feasible options available at any given time is partially constrained by the outcomes of previous organizational decisions and the current distribution of power within the firm and between it and any unions, government agencies, or other external organizations it deals with.

Nobble (1999) argues that even good strategies may fail to give superior performance for the organization if not successfully implemented. He further points out that, there is need for comprehensive conceptual models related to strategy implementation.

Community health strategy intervention models in respective Kenyan counties are different but the principles of operations are more or less the same.

### **2.1.2. Concept of Strategy Planning**

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

A strategic plan is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. Simply put, strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not. The focus of a strategic plan is usually on the entire organization, while the focus of a business plan is usually on a particular product, service or program.

There are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization, expertise of planners, etc. For example, there are a variety of strategic planning models, including goals-based, issues-based, organic, scenario (some would assert that scenario planning is more of a technique than model), etc. There is no strong agreement among experts in strategic planning as to which approaches are indeed “models” or how each is best implemented. Planners can select the most appropriate model and then modify it to suit the nature and needs of their organization. For example, different organizations might have different names for the different phases and emphasize certain phases more than others in the model.

### **2.1.3. Strategic Planning Models**

There is no one perfect strategic planning process, or model, to use the same way all the time with every organization. Gavetti and Ocasio (2015) argue that each organization should customize the best approach to suit the culture of its members, the current situation in and around the organization, and the purpose of its planning. There is no strong agreement among experts in strategic planning as to which approaches are indeed “models” or how each is best implemented (Harrison and St. John, 2010). Planners can select the most appropriate model and then modify it to suit the nature and needs of their organization. For example, different organizations might have different names for the different phases and emphasize certain phases more than others in the model.

#### **2.1.3.1. Conventional Strategic Planning Model**

This is the most common model of strategic planning, although it is not suited for every organization. Ketchen and Short (2016), It is ideal for organizations that have sufficient resources to pursue very ambitious visions and goals, have external environments that are relatively stable, and do not have a large number of current issues to address. Spender (2014). The phases of the model include developing or updating the mission and optionally, vision and/or values statements, taking a wide look around the outside and a good look inside the organization, and perhaps update the statements as a result, selecting the multi-year strategies and/or goals to achieve the vision, developing action plans that specify who is going to do what and by when to achieve each goal, identifying associated plans, for example, staffing, facilities, marketing and financial plans, organizing items 1-3 into a strategic plan and items 4-6 into a separate one-year operational plan. Robert and Duncan (2007),

#### **2.1.3.2. Issues-Based Strategic Planning Model**

This model works best for organizations that have very limited resources, several current and major issues to address, little success with achieving ambitious goals, and/or very little buy-in to strategic planning (Johnson and Scholes, 2008). This model often includes identifying the most important current issues facing the organization, generating action plans to address each issue over the next 6-12 months, incorporating this information in the strategic plan.

After an issues-based plan has been implemented and the current, major issues are resolved, then the organization might undertake the more ambitious conventional model. Many people might assert that issues-based planning is really internal development planning, rather than strategic planning. (Dawar, 2013). Others would argue that the model is very strategic because it positions the organization for much more successful outward-looking and longer term planning later on.

#### **2.1.3.3. Organic Strategic Planning Model**

The conventional model is considered by some people to be too confining and linear in nature. They believe that approach to planning too often produces a long sequence of orderly activities to do, as if organizations will remain static and predictable while all of those activities are underway. Other people believe that organizations are robust and dynamic systems that are always changing, so a plan produced from conventional planning might quickly become obsolete. Hunger (2015). That is true, especially if planning is meant to achieve a very long-term vision for many people, for example, for a community or even generations of people. The organic model is based on the premise that the long-term vision is best achieved by everyone working together toward the vision, but with each person regularly doing whatever actions that he or she regularly decides to do toward that vision. Johnson, Scholes, and Whittington (2009), The phases of the model include, articulating the long-term vision and perhaps values to work toward the vision with as many people as possible, each person selecting at least one realistic action that he or she will take toward the vision before the group meets again, for example, in a month or two, people meeting regularly to report the actions that they took and what they learned from them and incorporating the vision and the lists of accomplished and intended actions in a strategic plan. Robert and Duncan (2007).

#### **2.1.3.4. Real-Time Strategic Planning Model**

Similar to the organic model of planning, this model is suited especially for people who believe that organizations are often changing much too rapidly for long-term, detailed planning to remain relevant. These experts might assert that planning for an organization should be done continuously, or in "real time." The real-time planning model is best suited, especially to organizations with very rapidly changing environments outside the organization. (Harrison and St. John, 2010), Phases of this

model include, articulating the mission, and perhaps the vision and/or values, assigning planners to research the external environment and, as a result, to suggest a list of opportunities and of threats facing the organization, presenting the lists to the board and other members of the organization for strategic thinking (Wilson & Eilertsen, 2010). discussions, after (perhaps during the next month) assigning planners to evaluate the internal workings of the organization and, as a result, to suggest a list of strengths and of weaknesses in the organization, presenting these lists to the board and other members of the organization for strategic thinking and discussions, using a SWOT analysis to analyze all four lists, repeating steps 2-5 regularly, for example, every six months or year and document the results in a strategic plan.

#### **2.1.3.5. Alignment Model of Strategic Planning**

The primary purpose of this model is to ensure strong alignment of the organization's internal operations with achieving an overall goal, for example, to increase productivity or profitability, or to successfully integrate a new cross-functional system, such as a new computer system. (St-Hilaire, 2011) Overall phases here are establishing the overall goal for the alignment, analyzing which internal operations are most directly aligned with achieving that goal, and which are not, establishing goals to more effectively align operations to achieving the overall goal. Methods to achieving the goals might include organizational performance management models, for example, Business Process Re-engineering or models of quality management, such as the TQM or ISO models. The last phase will be incorporating that information in the Strategic Plan (Gavetti and Ocasio (2015)).

Similar to issues-based planning, many people might assert that the alignment model is really internal development planning, rather than strategic planning. Similarly, others would argue that the model is very strategic because it positions the organization for much more successful outward-looking and longer term planning later on.

#### **2.1.3.6. Inspirational Model of Strategic Planning**

This model is sometimes used when planners see themselves as having very little time available for planning and/or there is high priority on rather quickly producing a Strategic Plan document. (Wheelan and Hunger, 2006).

Overall phases in this model are gathering board members and key employees together for planning, thinking through a highly Inspirational vision for the organization -- or by giving extended attention to wording in the mission statement, especially to include powerful and poignant wording, brainstorming, exciting, far-reaching goals to even more effectively serve customers and clients and lastly incorporating the vision and goals in the strategic plan.(Porter and Kramer,2006). While this model can be highly energizing, it might produce a Plan that is far too unrealistic (especially for an organization that already struggles to find time for planning) and, as a result, can be less likely to make a strategic impact on the organization and those it serves. Many experts might assert that these planners are confusing the map (the Strategic Plan document) with the journey (the necessary strategic thinking). (Pearce and Robinson, 2009).However, it might be the only approach that would generate some outward focused discussion and also a Plan that, otherwise, would not have been written.

#### **2.1.4. The Concept of Strategy Implementation**

Strategy implementation is the translation of chosen strategy into organizational action so as to achieve strategic goals and objectives (Johnson and Scholes, 2008). Strategy implementation is also defined as the manner in which an organization should develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance. Organizational structure allocates special value developing tasks and roles to the employees and states how these tasks and roles can be correlated so as to maximize efficiency, quality, and customer satisfaction-the pillars of competitive advantage (Gavetti and Ocasio, 2015). But, organizational structure is not sufficient in itself to motivate the employees. An organizational control system is also required. This control system equips managers with motivational incentives for employees as well as feedback on employees and organizational performance. Organizational

culture refers to the specialized collection of values, attitudes, norms and beliefs shared by organizational members and groups.

The main steps in implementing a strategy include, developing an organization having potential of carrying out strategy successfully, disbursement of abundant resources to strategy-essential activities, creating strategy-encouraging policies, employing best policies and programs for constant improvement, linking reward structure to accomplishment of results, making use of strategic leadership (Wilson and Eilertsen, 2010).

According to Wheelen and Hunger(2015),excellently formulated strategies will fail if they are not properly implemented. Also, it is essential to note that strategy implementation is not possible unless there is stability between strategy and each organizational dimension such as organizational structure, reward structure and resource-allocation process. Strategy implementation poses a threat to many managers and employees in an organization. New power relationships are predicted and achieved. New groups (formal as well as informal) are formed whose values, attitudes, beliefs and concerns may not be known. With the change in power and status roles, the managers and employees may employ confrontation behaviour.

### **2.1.3. Factors for Appraisal of Strategic Planning Model**

The way that a strategic plan is developed takes into account the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization and expertise of planners (Wheelen and Hunger, 2015).

One factor that is considered in appraising a strategic planning model is organizational external environment. According to St-Hilaire (2011), the degree of stability or turbulence of the environment may influence the duration and sequence of elements in the strategic planning process. A very stable environment may permit or encourage a more considered, or 'leisurely' approach, with a great deal of time for data analysis, and widespread consultation. A rapidly changing or very turbulent environment may require a more rapid fire approach. The kind of influence exerted over the governance of the organization and what is, and who is, included in any

strategic planning process may influence the model of strategic planning employed. For example, a government business enterprise (GBE) or public service agency may be required by legislation to follow a particular approach to strategic planning, or as it is still sometimes called in the public sector ‘corporate planning’ (Wilson and Eilertsen, 2010).

Another factor for strategic planning model appraisal is organizational health. State of organizational health may influence the strategic planning approach. The above list of things warning against doing planning at all should be considered. According to Ketchen and Short (2016), an organization in some kind of trouble may be advised not to do strategic planning at all, and a small thriving organization may be able to manage strategic thinking informally. When a company is going bust, the focus should be on immediate rescue or winding up processes, not long range performance improvement through strategic planning. Any organization run by an autocrat would be wasting everyone's time by engaging on elaborate participative processes. When a brief major upheaval is in prospect, then the quality of attention needed for strategic planning may be in short supply, and should be deferred.

Stage of development of the organization is also a factor to consider in choosing a Strategic Planning Model. Dawar (2013) contends an organizational is in its life cycle may be important in the choice of strategic planning. The small and very entrepreneurial start-up organization may be so driven by an almost missionary zeal, by the focus on a particular market, application of a new invention, or similar passion, that no special formal effort at strategic planning is required. As an organization grows it reaches a threshold where it needs to introduce more professional management practices, and one of these probably should be formal strategic planning. However the model of strategic planning appropriate for the first formal introduction of the process might be a good deal simpler than that required in the complex group structure of a multinational business.

Structure of the organization is also important in appraising a strategic planning model. The structure of managerial accountability, the geographic scope, multiplicity of lines of business, may all require adjustments to the sequencing of tasks, and issues around who should be involved in various decision processes, as well as the

sophistication of necessary data gathering for the decision-making (Gavetti and Ocasio, 2015).

Harrison and St. John (2010) argue that organizational purpose should also be considered in choosing strategic planning model. The strategic planning approach used may also be influenced by whether or not an organization is a for-profit business or a non-profit organization. Strategic planning models for nonprofits can become especially complex. This is because of the usual insistence on having multiple objectives, and including scope for a multiplicity of stakeholders or interest groups. In this case a structured planning model can be very useful.

An attitude to 'planfulness' is another factor. According to Wilson & Eilertsen (2010), some organizations by tradition or by management style, or the kind of people employed in them have different attitudes to being involved in formal planning processes. Academic institutions have issues over status of the persons involved in planning and decision making that may not correspond to the managerial accountability hierarchy in the administrative area of the organization, and this may set up a need for separate lines of data analysis and decision making, as well a structuring clear opportunities for different groups to be involved in debating the issues to be addressed. Some creative organizations in the arts area for example may reject anything that seems excessively formal, rationalistic, or bureaucratic in nature. Selecting your strategic planning framework needs to take these things into account.

Availability of resources as advanced by Dawar (2013) is an important aspect of strategic planning processes. It requires significant resources ranging from human resources, financial resources to intellectual and political capital. The latter is tied closely with leadership and politics. Therefore availability of resources should be considered in choosing a strategic planning framework.

Organizational culture is a critical component factor that can influence strategic planning processes, particularly selection of framework. Pearce (2003) defines it as a set of important assumptions that members of an organization share in common. It consists of the central norms that may characterize an organization. He says norms are expectations about what are appropriate attitudes and behaviors. They are socially created standards that help integrate and evaluate events. He further argues that

culture can be powerful instrument for success of strategic planning because it eases communication, facilitates organizational decision making and control as well generating high levels of cooperation and commitment. But he argues that culture can also be a source of weakness as important shared values and beliefs interfere with decision making. Organizational culture also provide context of the organization's internal environment as its difficult for an organization to achieve success without a compatible internal environment.

## **2.2. Empirical Literature**

### **2.2.1. Extent of Adoption of Various Strategic Planning Models in Organizations**

Maroa and Muturi (2015) studied the influence of strategic management practices on the performance of Floriculture Firms in Kenya. The focus was carried out in Kiambu County in central Kenya. A descriptive survey design was used with a target population of 21 floricultural firms out of which 10 firms were selected by simple random sampling, and 5 respondents from each of the 10 firms purposively chosen. Structured questionnaires were used to collect primary data. Chi- Square ( $X^2$ ) test was used to test the four hypotheses to establish significance of association. The findings established that majority of the firms had a strategic plan ,implemented their strategic plans as planned, conduct strategy evaluation and control on their strategic management practices. Further, that strategy formulation, implementation, evaluation and control had significant influence on the performance of flower firms to a moderate extent.

Owolabi and Makinde (2012) examined the extent of Strategic Planning in Babcock University as the case study. It further probed into how this has impacted on the management efficiency and effectiveness as strategic planning is essential in corporate organizations. The results of the hypotheses revealed that there strategic planning was adopted to a high extent. The study therefore, concluded that strategic planning is beneficial to organizations in achieving set goals and recommends that universities and other corporate organizations alike, should engage in strategic planning in order to enhance corporate performance.

Emeka, Ejim and Amaka (2015) investigated the Effect of Strategy formulation on organizational performance. They focused on Innoson Manufacturing Company Ltd

Emene, Enugu using survey research. A total sample size of 100 was obtained from a total population of 185 workers using the Freund and Williams formular. The study revealed that a well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization and secondly, that behavioural and systematic resistance to strategic changes renders formulation ineffective.

Özer and Tinaztepe (2012) aimed at interrogating strategic leadership in terms of different leadership styles and test their effect on performance. The study focused on an export company in Turkey. The sample is consisted of white-collared members who are working in managerial and non-managerial job positions in different offices of the company. A total of 215 complete responses were used for analyses. In terms of hypothesis testing, the first hypothesis of the study was partially supported as only relationship-oriented and transformational leadership styles are significantly related to firm performance. As to the second hypothesis, compared to other leadership styles transformational leadership has a stronger effect on firm performance. When the means of leadership styles are considered, it is clear that in three countries most common leadership style is relationship-oriented.

Babatunde and Adebesei (2012) worked on the impacts of Strategic Environmental Scanning on Organization performance in a competitive business environment by studying Nestle Nigeria Plc and Cadbury Nigeria Plc. The opinions of the selected respondents were sought by the use of structured questionnaire; the collected data were analyzed and interpreted with regression and coefficient of correlation method of analysis. Hypothesis one revealed that there is significant relationship between strategic environmental scanning and organization performance. Hypothesis two also shows that the coefficient of determination ( $R^2$ ) is 0.301. It means that 30% of the variation or change in organization productivity is caused by variation in external environmental factors, which connotes that the external environmental forces have positive impact on organization performance.

Opano (2013) sought to ascertain strategic planning and implementation practices at the Kisii county government in Kenya. The findings indicated that policy roundtable discussions were also conducted in order to discuss various issues that needed to be addressed in the strategic plan for the county. The study further revealed that the

county strategic plan was also given to civic leaders as well as professionals and academic and community leaders for scrutiny and review.

Bassa (2015) purposed to investigate the practice of strategic planning and strategy implementation in public universities of Ethiopia. The results of this study showed that in the sampled public universities: stakeholders' participation in the process of strategic planning was found to be low; less emphasis was given to critically assessing their ever changing external environment while planning; the practice of clearly communicating their preferred strategies and activities to both academic and administrative staff was found to be minimal and ineffective; there was also lack of adequate monitoring, follow up and feedback systems; moreover, major decisions were made without aligning them with the university's preferred areas of priority and major objectives as stipulated in the strategic plan document.

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

Thune and House (1970). Thune and House studied 36 companies employing the approach of examining the performance of each company both before and after formal strategic planning was initiated. This covered both formal and informal planners. The comparison showed that formal planners outperformed the informal planners on all the performance measures that were used.

Ansoff (1970) studied 93 firms using various variables of financial performance. The findings revealed that companies, which do extensive strategic planning, outperformed the other companies. Karger and Malik (1975), taking a similar approach to that taken by Ansoff, compared the values of a range of variables of planners to those of the non-planners and based on the results concluded that the planners outperformed the non-planners.

### **2.2.1.1. Summary of Literature and Gap**

From the literature presented, it can be observed that they focused on different areas and contexts. While Emeka, Ejim and Amaka (2015) investigated the Effect of Strategy formulation on organizational performance and focused on Innoson Manufacturing Company Ltd Emene, Enugu using survey research, Özer and Tinaztepe (2012) examined how leaders have the greatest positive impact on firm performance interrogating strategic leadership in terms of different leadership styles and test their effect on performance. On the other hand, Babatunde and Adebisi (2012) worked on the impacts of Strategic Environmental Scanning on Organization performance in a competitive business environment by studying Nestle Nigeria Plc and Cadbury NigeriaPlc. Owolabi and Makinde (2012) examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. Close to this was the work of Maroa and Muturi (2015) who studied the influence of strategic management practices on the performance of Floriculture Firms in Kiambu County, Kenya. This is not far from effort by Opano (2013) who sought to ascertain strategic planning and implementation practices at the Kisii county government in Kenya and effort by Bassa (2015) who investigated the practice of strategic planning and strategy implementation in public universities of Ethiopia. Kohzadi and Hafezi (2016) on the other hand developed a conceptual model of the strategic planning process for small industrial organizations were developed and by surveying 102 managers.

The studies above pursued strategic environmental scanning, strategic planning, strategic planning process, strategic management practices, strategic leadership and strategy formulation. Majority also shed light on the relationship these have with organization performance or strategy implementation. They did not cover adoption of strategic planning models. Consequently, empirical evidence is lacking on the same.

### **2.2.2. Factors for Appraisal of Strategic Planning Models for Strategy Implementation among Organizations**

Kairu (2013) established the effect of strategic responses such as ICT development, staff training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority. Correlation results indicated that ICT, staff training, customer relationship management and strategic partnership practices in KRA positively affects performance. Further regression results indicated that customer relationship management and strategic alliance were significant with positive correlations. The latter implied that an increase in effectiveness of ICT, staff training, customer relationship management and strategic partnership practices will lead to an increase in KRA's performance.

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

Anichebe and Agu (2013) studied of the effects of strategy Formulation and Implementation in Business Organizations in Enugu State. The focus was Anammco, Emene. Enugu. The study was carried out to assess the extent of application and workability of formulated strategies in the organization. Descriptive research method, specially survey and case study were employed in carrying out the study. The organization had a population of 185 workers, comprising of Management, Senior and Junior staff. A sample size of 106 was derived using the Freund and Williams formular for sample size determination from a finite population. The simple random

sampling technique was used to determine the elements of the sample space. Data were collected through questionnaire administration, oral interviews, personal observations, books, journals and other publications. Data were analyzed using simple percentages and mean  $X$  responses. Based on the analyses, it was discovered that the organization loses sales as a result of change in consumption pattern of their customers. Secondly, that a well conceived and formulated strategy matched with appropriate structure increases productivity in the organization and thirdly, that behavioural and systemic resistance to strategic changes render strategy formulation ineffective in the organization.

Abok (2014) sought to investigate the factors affecting the implementation of strategic plans. Findings from various studies have indicated that many organizations have slowly embraced strategic planning but the implementation process remains a challenge, resulting in well-formulated strategies that fail at the implementation stage. This study departed from the previous studies looking into relationships and endeavored to establish the factors affecting effective implementation of strategic plans in Non-Governmental Organizations in Kenya. To achieve the main objective, a descriptive survey of 258 NGOs was conducted from a population frame of 2588 NGOs operating in Nairobi District under the Youth, Relief, Micro-Finance, Welfare and Health sectors. Management styles, organization culture, stakeholders and organization resources had a great significance on strategic plans implementation while communication had some significance but not as strong as the other variables. This enabled a conclusion to be made that management style, communication, organizational culture, stakeholders and organizational resources all affect the effectiveness of implementation of strategic plans.

Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study endeavored to establish the influence of managerial practices on implementation. To achieve the main objective, a survey of 96 SMEs was conducted from a population frame of 810 SMEs registered by the Nairobi City Council. Both quantitative and qualitative data were collected. The study results indicate that managerial practices affect implementation of strategic plans in Kenyan SMEs. Based on the findings, the study has recommended that SMEs should take initiatives to

improve their management practices through lobbying, professional and industry organizations, adoption of best practices and taking advantage of both government and private sector initiatives.

Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. The Quasi-experimental survey technique especially the cross-sectional design method was adopted. The Friedman Ranking test was carried out in testing the formulated hypothesis. The test of the result revealed that there is a relationship between organizational factors such as market share growth, sales volume growth (turnover), profitability growth, effective strategy application, competitive advantage and share capital size and organizational growth in the Dangote Cement Company Plc and Dangote Flour Mills Plc with a 0.425 and 0.360 strength of association respectively and the hypothesis was rejected while for Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc, that was not the case and the hypothesis was accepted that organizational factors such as market share, sales volume (turnover), profitability growth, effective strategy application, competitive advantage and share capital growth does not influence organizational growth hence their hypothesis were accepted at 0.023 and 0.003 respectively.

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

Onga'yo (2012) sought to establish the employee's perception on the influence of strategic planning on organizational performance in the Ministry of Foreign Affairs. The study established that the Ministry of Foreign affairs had a Mission and Vision with set objectives that clearly defined responsibilities for strategic planning. It was

noted that the Ministry monitored and evaluated implementation and achievement of set objectives by ensuring that they were formulated at all levels in the organization. The Ministry had been continuously improving its service delivery, to ensure quality services to its customers. Additionally, the study found that the Ministry had been delivering on its mandate effectively due to highly trained staff and was determined to attain what is expected of them. Strategic planning ensured quality and timely delivery of service and that strategic planning improved employee commitment and motivation.

#### **2.2.2.1. Summary of Literature and Gap**

From the literature presented, it can be observed that they focused on different areas and contexts. Maroa and Muturi (2015) who studied the influence of strategic management practices on the performance of Floriculture Firms in Kiambu County, Kenya, the work close to their work were the works of Anichebe and Agu (2013) who studied of the effects of strategy Formulation on Implementation in Business Organizations in Enugu State focusing on Anammco, Emene. Enugu.Kibachia, Iravoand Luvanda (2014) looked at the common challenge faced by all organizations, whether private or public, is how to successfully they manage strategic planning process for attainment of organizational objectives. Whereas Abok (2014) sought to investigate the factors affecting the implementation of strategic plans, Sevand Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya while Djordjević and Drucker (2014) focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue. Onga'yo (2012) on the other hand sought to establish the employee's perception on the influence of strategic planning on organizational performance in the Ministry of Foreign Affairs.

The studies presented concentrated on employee perception on strategic plans, generation and evaluation of alternative strategies, managerial practices and strategic plans, factors for organization growth, factors for strategic plan implementation, challenges to strategic planning process and strategy formulation against

implementation. They did not cover factors for appraisal of strategic planning models. Consequently, empirical evidence is lacking on the same.

### **2.2.3. Effectiveness of strategic planning models for strategy implementation among Organizations**

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

Njagi and Kombo (2014) did a study to determine the effect of strategy implementation on performance of commercial banks in Kenya. The specific objectives of the study were to determine the effect of operationalization of strategy on performance of the banks and to determine the effect of institutionalization of strategy on performance of the banks. To achieve these objectives, the study adopted correlational research design. The target population was the forty three commercial banks in Kenya. The results reveal that there is a moderately strong relationship between strategy implementation and organizational performance. The researcher therefore recommends that for institutions to thrive and compete they must implement strategies effectively.

Muthini (2013) purposed to establish the effect of strategic alignment on organizational performance at Kenya Revenue Authority. The research design was a case study aimed at establishing the effect of strategic alignment on performance at Kenya Revenue Authority. The target population consisted of respondents deemed to be knowledgeable of the effect of strategic alignment on organizational performance. Content analysis was used to analyze the qualitative primary data which had been collected by conducting interviews. Secondary data was collected from organizational records. The findings of the study were that KRA has developed strategies that are

designed to enhance performance through the four perspectives of the Balanced Score Card. Policy implication for strategic alignment is that the level of strategic alignment and organizational performance are closely related.

Uzel (2015) examined the effect of strategic management drivers on the performance of hotels in Kenyan coast. The general objective of the study was to establish the influence of strategic management drivers on the performance of hotels in Kenyan Coast. The key findings were that strategic management drivers individually had a positive influence on the performance of hotels in Kenyan coast. The overall results indicated that there was a significant linear relationship between CRM strategy and hotel performance and a moderately significant linear relationship between strategic planning (SP) and strategic competitive positioning (SCP) and hotel performance. There was also a significant positive relationship between Information communication technology (ICT) and hotel performance. There was a significant positive relationship between organizational learning (OL) and hotel performance. After each driver was tested individually it had showed a positive significance. Similarly, when all the strategic management drivers of hotel performance were tested altogether it was established that they had moderately low significance.

Kanini (2012) aimed to investigate on strategic planning practices and performance of state corporations in Kenya. The study concluded that, majority of State Corporation, was actively involved in strategic planning and had a documented vision and mission statements. The study established that state corporations adopted a number of strategic planning practices that had a positive relationship with the performance of corporations; hence the implication of this study is that Strategic planning practices enhances better organizational performance, which in the long run has impact on its service delivery and survival.

Ongonge (2013) sought determine how strategic planning has assisted Action Aid Kenya (AAK) to improve in performance of its programmes. The study concluded that strategy planning and organization performance in Action Aid Kenya involves drawing from national context and global plans and priorities to shape and ensure strategy alignment and relevance. The study also concludes that there is a difference between the results and approaches to measuring strategic planning effectiveness and

organization performance, which confirms the case that selecting the appropriate approach to measuring relationship between strategic planning and organization performance must be done with caution.

Muchira (2013) assessed the relationship between strategy implementation and performance in commercial banks in Kenya. From the study findings it was clear that strategy implementation influences organization performance where organization use various measures such as organization use projected performance of competitors, organization goals, Past performance of the business and projected performance of organization in other industries to assess their performance. On financial performance the study established that implementation influence organization financial performance positively.

Chege, Wachira and Mwenda (2015) sought to analyze the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs). Specifically the study: analyzed the effect of autocratic leadership style, assessed the effect of democratic leadership style and evaluated the effect of laissez faire leadership style on implementation of strategic plans in SMEs. Regression showed that autocratic leadership had the highest effect of implementation of strategic plans with a coefficient of 0.488, followed by democratic leadership with a coefficient of 0.384 and laissez faire with a coefficient 0.269. The study recommends that organizations should use all the three leadership styles to maximize implementation of strategic plans.

Mpoke and Njeru (2015) sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions. The study established that all the six government research institutions studied embraced strategic management processes to a very great extent. Furthermore, management practices indicate that these institutions draw their activities from carefully formulated strategic plans developed to run for periods of five (5) years. The study also established that the control of strategy is key to achievement of set objectives through a system of

tracking, monitoring and evaluating the effectiveness of the strategies that have been implemented.

### **2.2.3.1. Summary of Literature and Gap**

The foregone literature focused on strategic management in different areas and contexts. Per and Klause (2013) investigated the relationship between Strategic Planning and Company Performances in Chinese companies. Njagi and Kombo (2014) on the other hand determined the effect of strategy implementation on performance of commercial banks in Kenya. Muthini (2013) quite apart with the rest purposed to establish the effect of strategic alignment on organizational performance at Kenya Revenue Authority while Uzel (2015) examined the effect of strategic management drivers on the performance of hotels in Kenyan coast while Ongonge (2013) sought determine how strategic planning has assisted Action Aid Kenya (AAK) to improve in performance of its programmes. Muchira (2013) who assessed the relationship between strategy implementation and performance in commercial banks in Kenya differ from Chege, Wachira and Mwenda (2015) who sought to analyze the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs). Mpoke and Njeru (2015) were broader. They sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions.

In general the studies above covered strategic management processes and organization performance, leadership styles and strategy implementation, strategy implementation and performance, strategic planning, strategic management drivers and performance, strategic alignment and performance and; strategic planning and performance. They did not cover effectiveness of strategic planning models for strategy implementation. Consequently, empirical evidence is lacking on the same.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

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

#### **3.1. Study Design**

Descriptive survey design was adopted. Descriptive survey as a design takes care of formulating objectives, designing data collection methods, sample collection, data collection, processing and analyzing the data and provides a report of the findings. Descriptive design will be adopted because it has proved to be the most convenient method in acquiring original descriptive data in a large population and also because it was the most appropriate method in collecting data regarding opinions, perceptions and experiences.(Guzami, 2013)

#### **3.2. Study Area**

The study targeted sub-counties in Kisumu, Siaya, Homabay, Migori, Kakamega and Busia Counties. The first four are in the former Nyanza Province and the last two in the former Western Province. The Counties are adjacent to each other. The Counties have been selected due to their population and prevalence of community health indicators such as high early child birth, low ANC attendance, High mortality rates, HIV and Aids, Poverty Levels and Malaria prevalence. All the sub-counties selected above are implementing community health strategy.

#### **3.3. Target Population**

The population of this study will comprise all the 42 Sub County Community Health Focal Persons responsible for community health strategy in the selected counties distributed as in table 3.1.

**Table 3.1: Population of Study**

<b>SNO</b>	<b>COUNTTY</b>	<b>SCCHFP</b>
1.	Kisumu	7
2.	Siaya	6
3.	Homabay	5
4.	Migori	7
5.	Kakamega	12
6.	Busia	5
	<b>TOTAL</b>	<b>42</b>

*Source: MOH, 2017*

### **3.4. Sample Size and Sampling Technique**

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

### **3.5. Data Type and Source**

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

### **3.6. Data Collection**

Primary data was collected using self-administered structured and semi structured questionnaire. Interview guide was also used to collect data from key informants. Secondary data was collected through document review.

### **3.7. Instrument Validity and Reliability Test**

Expert opinion was sought on the data collection instruments. Validity and reliability of questionnaire was tested on pilot data targeting 9 respondents comprising 2 community health strategy focal persons, 6 County Executive Officers of Health and 1 Head of Community Health Services and Development Unit .

To check the reliability of the instrument in this study, Cronbach's Alpha was used (Cronbach, 1951). According to suggestions by Hair *et al* (1998), the study is deemed acceptable if a reliability coefficient above 0.6 is attained. A test of the constructs of this study was done in three stages; the first with two independent variable constructs,

the second test contained all the independent variables and the last test was done with a combination of all the independent and dependent variable elements. The results of the reliability test are shown in the table below:

**Table 3.5.1 Reliability Statistics**

Cronbach's Alpha	N of Items
0.741	4
0.663	6
0.698	8

**Source:** *survey Data 2017*

### **3.8. Data Analysis and Presentation**

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

## CHAPTER FOUR

### RESULTS AND DISCUSSION

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

#### 4.1 Response rate

The study targeted 42 respondents drawn from Busia, Homa bay, Kakamega, Kisumu, Migori and Siaya counties. Out of the 42 respondents targeted, a response rate of 33 was attained representing 78.57% response which far much above the response rate of 30% which was recommended by Mugenda and Mugenda (2003) and therefore the data obtained was deemed suitable for making a generalization to other counties.

#### 4.2 General information

This part analyses the only general demographic information of respondents such as period worked in the field of community health and for how long the current strategy has been in place

##### 4.2.1 Period Worked in the Field of Community Health

The responses of the respondents were first analysed in terms of how long they have served in community health in their respective counties and the following table was generated as a result:

**Table 4.2.1: Analysis of Period worked in the Field of Community Health**

	Frequency	Percent	Valid Percent	Cumulative Percent
2 years and below	6	18.2	18.2	18.2
3-4 years	8	24.2	24.2	42.4
5-6 years	11	33.3	33.3	75.8
Above 6 years	8	24.2	24.2	100.0
Total	33	100.0	100.0	

**Source:** *Survey Data 2017*

The table above showed that out of the 33 people who answered the questionnaire, those who had worked for a duration of between 5-6 years were the highest in number

(11) representing 33.3% of the entire study population. This was followed by those who had served for more than 6 years who were 11 in number representing 24.2% of the entire study population. However, those who had served for 2 years and below were the least (6) representing only 18.2% of the population. This responses meant that the data obtained had minimum biases as the people engaged in the study had sufficient experience in their work areas and understood strategic planning models applied in their operation and therefore they could clearly articulate issues of strategic planning.

**Table 4.2.2 Duration the current strategy has been in place**

	Frequency	Percent	Valid Percent	Cumulative Percent
2 years and below	9	27.3	27.3	27.3
3-4 years	13	39.4	39.4	66.7
5-6 years	3	9.1	9.1	75.8
Above 6 years	8	24.2	24.2	100.0
Total	33	100.0	100.0	

**Source:** *Survey Data 2017*

When the respondents' opinion was sought on how long the current strategy has been in place, a majority of them were of the opinion that the strategy has been in place for between 3-4 years. This represented 39.4%. However only 9.1% of the respondents felt that the strategy they use in their counties has been in place for between 5-6 years. It was also established that in some counties a strategy can be in place for more than 6 years without being changed. This was established after 24.2% of the respondents were in support that the existing strategy has been in place for more than 6 years.

### **4.3 The extent of Adoption of Strategic planning Models**

The adoption of strategic planning model was examined in terms of adoption of conventional strategic planning model, adoption of issue based strategic planning model, adoption of organic strategic planning model, adoption of real time strategic planning model, adoption of alignment model of strategic planning, and adoption of inspirational model of strategic planning. Each of these models were rated such that 1=very low,2=low,3=Moderate,4=High and 5=Very high. The ratings of the responses

were tabulated per county and mean and standard deviation of the responses noted. This is summarised in the table 4.3 below:

**Table 4.3 Extent of Adoption of various Strategic Planning Models**

<b>County</b>		Adoption of conventional strategic planning model	Adoption of issues-Based strategic planning model	Adoption of organic strategic planning model	Adoption of real time strategic planning model	Adoption of alignment model of strategic planning	Adoption of inspirational model of strategic planning	<b>AVERAGE</b>
Busia	Mean	3.6000	2.6000	2.6000	1.6000	2.8000	2.2000	<b>2.5667</b>
	N	5	5	5	5	5	5	
	SD	.54772	.54772	.54772	.54772	.44721	.44721	
Homa Bay	Mean	3.4000	3.4000	3.0000	3.0000	3.0000	3.0000	<b>3.1333</b>
	N	5	5	5	5	5	5	
	SD	.54772	.54772	.70711	1.00000	1.00000	.70711	
Kakamega	Mean	2.9000	2.9000	2.8000	1.4000	2.6000	3.3000	<b>2.6500</b>
	N	10	10	10	10	10	10	
	SD	.87560	1.10050	.91894	.51640	.96609	1.05935	
Kisumu	Mean	2.6667	2.3333	3.3333	2.3333	2.6667	3.3333	<b>2.7778</b>
	N	3	3	3	3	3	3	
	SD	.57735	.57735	1.15470	.57735	1.15470	.57735	
Migori	Mean	3.0000	3.0000	4.0000	4.5000	3.0000	4.2500	<b>3.6250</b>
	N	4	4	4	4	4	4	
	SD	0.00000	.81650	0.00000	.57735	.81650	.50000	
Siaya	Mean	2.6667	2.1667	2.3333	1.6667	2.1667	3.6667	<b>2.4444</b>
	N	6	6	6	6	6	6	
	SD	.81650	1.16905	1.21106	.51640	.40825	.81650	
Total	Mean	3.0303	2.7576	2.9091	2.1818	2.6667	3.2727	<b>2.8030</b>
	N	33	33	33	33	33	33	
	SD	.72822	.93643	.94748	1.18466	.81650	.94448	

**Source:** Survey Data 2017

The table above showed that the mean of the extent of adoption of various strategic planning models ranged between 3.27 to 2.18. The average of these means across the counties was 2.803 which is rated as moderate in a scale of 1-5. This implies that the extent of adoption of various strategic planning models was average across the counties of Kisumu, Siaya, Busia, Migori, Kakamega and Homa Bay. The implication of this is that in all these counties averagely, the extent of application of strategic planning models is average. Conversely, it was also established that the extent of adoption of inspirational model of strategic planning was highest across all the counties with a mean of 3.2727. This was followed by the adoption of conventional strategic planning and the least applied model in the counties was the adoption of real time strategic planning model with a mean of 2.1818. It was also established that it is only in the county of Migori that most of the strategic planning models were adopted to a high level with the means ranging from 4.5.

The results above are in agreement with the studies of Owolabi and Makinde (2012) who examined the extent of Strategic Planning in Babcock University as the case study. The results of the hypotheses revealed that strategic planning was adopted to a high extent. The study therefore, concluded that strategic planning is beneficial to organizations in achieving set goals and recommends that universities and other corporate organizations alike, should engage in strategic planning in order to enhance corporate performance. The study is also related to Opano (2013) work who sought to ascertain strategic planning and implementation practices at the Kisii county government in Kenya. The findings indicated that policy roundtable discussions were also conducted in order to discuss various issues that needed to be addressed in the strategic plan for the county. The study further revealed that the county strategic plan was also given to civic leaders as well as professionals and academic and community leaders for scrutiny and review.

The work of Mpoke and Njeru (2015) also concurred with these findings. They sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions. The study established that all the six government research institutions studied embraced strategic management processes to a very great extent. Furthermore, management practices indicate that these institutions draw their activities from carefully

formulated strategic plans developed to run for periods of five (5) years. The study also established that the control of strategy is key to achievement of set objectives through a system of tracking, monitoring and evaluating the effectiveness of the strategies that have been implemented.

#### **4.4 Factors for Appraisal of Strategic Planning Model**

The second objective was to establish factors for appraisal of strategic planning model for community health strategy in selected Western counties. To actualize this objective, a list of factors for appraisal such as stability or turbulence of the external environment, health of programme, state of development of the programme, structure of the programme, programme purpose, attitudes to planfulness, expertise in planning persons availability of resources and organizational culture were given to respondents who were then expected to rate these factors in a scale of 1-5 where 1=very low and 5=very high. The responses were tabulated and mean of each factor taken across the six counties. The results are as shown in the table below:

**Table 4.4 Analysis of Factors for Appraisal of Strategic Planning Model.**

<b>County</b>		Suitability or turbulence of the external environment	Health of programme	State of development of the programme	Structure of the programme	programme purpose	Attitudes to planfulness	Expertise in planning persons	Availability of resources	Org culture
Busia	Mean	3.0000	3.2000	3.2000	2.6000	3.0000	3.4000	2.8000	2.6000	2.6000
	N	5	5	5	5	5	5	5	5	5
	SD	.70711	.83666	.44721	.54772	.70711	.54772	.83666	.54772	.54772
Homa Bay	Mean	3.0000	3.4000	3.6000	3.2000	3.2000	3.0000	3.2000	3.0000	3.2000
	N	5	5	5	5	5	5	5	5	5
	SD	0.00000	.54772	.54772	.44721	.83666	1.22474	1.09545	.70711	1.09545
Kakamega	Mean	2.7000	2.8000	2.4000	3.1000	2.8000	2.3000	2.8000	2.6000	2.8000
	N	10	10	10	10	10	10	10	10	10
	SD	.94868	.78881	.69921	.99443	.91894	.82327	.63246	.69921	.63246
Kisumu	Mean	3.0000	3.0000	2.3333	3.3333	3.3333	3.0000	3.0000	2.6667	3.0000
	N	3	3	3	3	3	3	3	3	3
	SD	0.00000	1.00000	.57735	.57735	.57735	1.00000	0.00000	.57735	0.00000
Migori	Mean	4.2500	4.0000	4.5000	5.0000	4.2500	4.0000	3.5000	3.7500	3.7500
	N	4	4	4	4	4	4	4	4	4
	SD	.50000	0.00000	.57735	0.00000	.50000	0.00000	.57735	.50000	.50000
Siaya	Mean	1.8333	2.8333	2.6667	2.8333	3.1667	3.3333	2.6667	2.3333	3.3333
	N	6	6	6	6	6	6	6	6	6
	SD	.75277	.75277	.81650	1.16905	.75277	.51640	.51640	1.03280	.81650
Total	Mean	2.8485	3.1212	3.0000	3.2424	3.1818	3.0303	2.9394	2.7576	3.0606
	N	33	33	33	33	33	33	33	33	33
	SD	.93946	.78093	.93541	1.03169	.84611	.91804	.70442	.79177	.74747

**Source:** *Survey Data 2017*

The results above are an indication that the respondents were of the agreement that the factors listed are the real factors for appraisal of strategic planning model for community health strategy in western Kenya as the mean response across the six counties ranged from 2.7 to 3.2 which is rated as moderate. It means that these factors are of great importance in appraisal of strategic planning model. The empirical analysis of the above results is essential. The above findings are closely in agreement with the study findings of Kibachia, Iravo and Luvanda (2014) who sought to determine the challenges faced by the Kenya Bureau of Standard in its efforts to implement its strategic plans. It also tried to identify the role of funds in strategic plan implementation. From the findings strategic planning process has been faced with various risk factors including inadequacy of funds and less involvement of staff in the whole process of strategic planning. Similarly, Kairu (2013) established the effect of strategic responses such as ICT development, staff

training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority. Abok (2014) sought to investigate the factors affecting the implementation of strategic plans. His study found out that Welfare and Management styles, organization culture, stakeholders and organization resources had a great significance on strategic plans implementation while communication had some significance but not as strong as the other variables. This enabled a conclusion to be made that management style, communication, organizational culture, stakeholders and organizational resources all affect the effectiveness of implementation of strategic plans.

Also in concurrence with the findings of this study were the works of Sev and Anghahar (2014) who sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. The test of the result revealed that there is a relationship between organizational factors such as market share growth, sales volume growth (turnover), profitability growth, effective strategy application, competitive advantage and share capital size and organizational growth in the Dangote Cement Company Plc and Dangote Flour Mills.

#### **4.5 Effectiveness of strategic planning Models for Community Health Strategy Implementation**

The third objective was to establish the effectiveness of strategic planning models in community health strategy implementation. To achieve this objective, a likert scale of responses was developed in a scale of 1-5 to rate statements that show the extent to which strategy implementation has been realized as a result of strategic planning model. The responses were as shown in the table below:

**Table 4.5: Analysis of effectiveness of Strategic Planning Models**

<b>County</b>		Efficiency of use of health resources	Improved consumption of health initiatives	Reduced onset ill health conditions such as malaria	Improved antenatal care	Reduction in mortality rates	Adequacy of helth workersand health drugs	improved access to heath services	<b>AV</b>
Busia	Mean	3.8000	3.4000	3.4000	2.4000	3.0000	2.6000	3.4000	3.1429
	N	5	5	5	5	5	5	5	
	SD	.44721	.54772	.54772	.54772	0.00000	.54772	.54772	
Homa Bay	Mean	4.0000	3.8000	3.8000	3.2000	3.6000	3.4000	3.0000	3.5429
	N	5	5	5	5	5	5	5	
	SD	.70711	.44721	.83666	.83666	.54772	1.14018	.70711	
Kakamega	Mean	3.0000	2.8000	3.5000	2.7000	2.9000	2.2000	2.9000	2.8571
	N	10	10	10	10	10	10	10	
	SD	1.05409	1.03280	.70711	.67495	.56765	.78881	.73786	
Kisumu	Mean	3.6667	3.3333	2.6667	2.3333	2.6667	2.0000	2.3333	2.7143
	N	3	3	3	3	3	3	3	
	SD	1.15470	.57735	.57735	.57735	.57735	0.00000	.57735	
Migori	Mean	3.7500	4.0000	4.0000	5.0000	4.0000	3.7500	4.0000	4.0714
	N	4	4	4	4	4	4	4	
	SD	.95743	0.00000	0.00000	0.00000	0.00000	.50000	0.00000	
Siaya	Mean	3.0000	2.6667	3.0000	5.6667	2.0000	2.1667	2.8333	3.0476
	N	6	6	6	6	6	6	6	
	SD	.89443	.81650	.63246	7.52773	1.09545	.98319	.75277	
<b>Total</b>	Mean	<b>3.4242</b>	<b>3.2121</b>	<b>3.4242</b>	<b>3.5152</b>	<b>2.9697</b>	<b>2.6061</b>	<b>3.0606</b>	<b>3.1732</b>
	N	33	33	33	33	33	33	33	
	SD	.93643	.85723	.70844	3.28939	.84723	.96629	.74747	

**Source:** *Survey Data 2017*

The table above shows that the mean for effective use of health resources, improved consumption of health initiatives, reduced onset of ill health conditions, improved maternal care, reduced mortality rates, adequacy of health workers and drugs, and improved access to health services had means of 3.42,3.21,3.42,3.51,2.96,2.61 and 3.06 respectively. In a scale of 1-5 where 1=low and 5=very high, these ratings imply that strategic planning model is very effective for community health strategy implementation in Western Kenya as the average of all the means stands at 3.17 which is moderate. The results also revealed that in Migori county, strategic planning models are more effective in strategy implementation than all the other five counties as the mean of all the responses for the strategic planning models stood at 4.07 which is above the ratings of the other counties. The empirical results above indicate they are in agreement with the works of Njagi and Kombo (2014) who did a study to

determine the effect of strategy implementation on performance of commercial banks in Kenya. Their results revealed that there is a moderately strong relationship between strategy implementation and organizational performance. Moreover Muchira (2013) assessed the relationship between strategy implementation and performance in commercial banks in Kenya. From the study findings it was clear that strategy implementation influences organization performance where organization use various measures such as projected performance of competitors, organization goals, Past performance of the business and projected performance of organization in other industries to assess their performance.

The study of Chege, Wachira and Mwenda (2015) that sought to analyze the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs) also showed that autocratic leadership had the highest effect of implementation of strategic plans agreeing with the findings of the current study. Mpoke and Njeru (2015) however sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions. The study established that all the six government research institutions studied embraced strategic management processes to a very great extent. Furthermore, management practices indicate that these institutions draw their activities from carefully formulated strategic plans developed to run for periods of five (5) years. The study also established that the control of strategy is key to achievement of set objectives through a system of tracking, monitoring and evaluating the effectiveness of the strategies that have been implemented.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

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

### **5.1 Summary of Findings**

Research objective one sought to establish the extent of adoption of various strategic planning models for community health strategy in selected Western Kenya counties. Means and standard deviations were computed on the ratings of count of the respondents for the items that were given in a likert scale under adoption of strategic planning models. The average of means across the counties was rated as moderate in a scale of 1-5. This implies that the extent of adoption of various strategic planning models was average across the counties of Kisumu, Siaya, Busia, Migori, Kakamega and Homa Bay. The implication of this is that in all these counties averagely, the extent of application of strategic planning models is average. Conversely, it was also established that the extent of adoption of inspirational model of strategic planning was highest across all the counties. This was followed by the adoption of conventional strategic planning and the least applied model in the counties was the adoption of real time strategic planning model. It was also established that it is in the county of Migori that the strategic planning models were adopted highest relative to the other counties.

Research objective two was to establish factors for appraisal of strategic planning model for community health strategy. To achieve this, a list of factors for appraisal such as stability or turbulence of the external environment, health of programme, state of development of the programme, structure of the programme, programme purpose, attitudes to planfulness, expertise in planning persons availability of resources and organizational culture were given to respondents to give their ratings then means and standard deviations were computed to establish the extent to which those factors identified were considered in determining how suitable a strategic planning model is. The results revealed that the above identified factors indeed are important and suitable in determining a strategic planning model in Western Kenya counties.

The third objective sought to establish the effectiveness of strategic planning models for community health strategy implementation. The results indicated that that effective use of health resources, improved consumption of health initiatives, reduced onset of ill health conditions, improved maternal care, reduced mortality rates, adequacy of health workers and drugs, and improved access to health services were very effective in strategy implementation in western Kenya as the ratings were also

high. The results also revealed that in Migori county, strategic planning models are more effective in strategy implementation than all the other five counties as the mean of all the responses for the strategic planning models averagely higher than the other counties.

## **5.2 Conclusions of the study**

From the findings it can be concluded that strategic planning models are effective in community health strategy implementation in the counties in Western Kenya. It can also be concluded that the extent of strategic planning models for community health strategy is moderate. Moreover, it can also be concluded that some of the main factors for appraisal of strategic planning model include stability or turbulence of the external environment, health of programme, state of development of the programme, structure of the programme, programme purpose, attitudes to planfulness, expertise in planning persons availability of resources and organizational culture.

## **5.3 Recommendations of the Study**

Based on the conclusions of the study it is recommended that the county governments should continue to emphasize effective use of strategic planning models in order to enhance efficiency in their achievement of long term and short term objectives. It is also recommended that the extent of adoption of various strategic planning models should be enhanced across all the counties in Western Kenya so that the counties have a clear vision of where they want to be at a given time.

## **5.4 Limitations of the Study**

The term limitation as used in the context of this study implies limiting conditions or restrictive weaknesses encountered in the conduct of the research (Mutua, 2006). A number of limitations were identified in the conduct of this research. First, the study limited its investigation only six county counties, i.e Homa Bay, Busia, Siaya, Kisumu, Kakamega and Migori. This compromises its global generalizability. Therefore the study advises the readers to restrict generalization of the results within Western Kenya otherwise outside the identified counties may be done with care. Next, the data collection instrument comprising structured questions was self administered. To enhance validity of the responses of this instrument, questions were clarified to the respondents before answering to the questionnaire distributed. Lastly, in the first visit to respondents, the study encountered a low response rate. This was

attributed to the nature of the respondents. The study arranged repeat visits to counter this thereby achieving the desired response rate.

### **5.5 Suggestions for Further Research**

From the limitations above, this study establishes the foundations for numerous future conceptual and empirical research efforts. A moderator variable like top management should be included and be the focus of further conceptual research instead so as to establish the nature and strengths of their interrelationships with current study variables. It also is suggested to academicians to conduct similar studies in all the counties within the republic of Kenya to enhance generalizability of the findings.

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## **APPENDICES**

### **Appendix 1: LETTER OF INTRODUCTION**

**BERRYL JUDITH ADHIAMBO**

**C/O**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**MASENO UNIVERSITY**

**DATE** \_\_\_\_\_

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam

#### **ACADEMIC RESEARCH**

I am a student at Maseno University pursuing Master of Business Administration. As part of the requirements, I am carrying out this research entitled, “Strategic Planning Models and their effectiveness on community health strategy implementation in Selected Counties in Western Kenya”. Please assist to answer the questions provided in a questionnaire. Your Identity is not required and the information you provide will be treated in strict confidence.

I remain grateful

Yours Sincerely

**Berryl Judith Adhiambo**

**RESEARCH SUPERVISOR**

**Dr. Charles Ondoro**

**Maseno University**

## Appendix 2: QUESTIONNAIRE

<b>a) General Information</b>					
1. Period worked in the field of community health 2 years and below ( ) 3-4 years( ) 5-6years( ) above 6 years ( )					
2. For how long has the current strategy been in place 2 years and below ( ) 3-4 years( ) 5-6years( ) above 6 years ( )					
<b>b) Adoption of Strategic Planning Model</b>					
Tick one to express extent that the following approaches to strategic planning been adopted during strategic planning for community health					
Adoption Strategic Planning Models	EXTENT				
	Very high	High	Moderate	Low	Very low
<b>Adoption of Conventional Strategic Planning Model</b> <i>(Pursuing ambitious goals and assumes stable and less problematic environments)</i>					
<b>Adoption of Issues-Based Strategic Planning Model</b> <i>(Considering support for planning and the plan at the end, being moderately ambitious, facing limitation of resources)</i>					
<b>Adoption of Organic Strategic Planning Model</b> <i>(Considers the fact that planning and plans face dynamic systems and environments that may make them unsuitable in near future, focuses on achieving long term vision for many people despite the dynamism)</i>					
<b>Adoption of Real-Time Strategic Planning Model</b> <i>(Assumes planning will be continuous and done to suit the rapidly changing environment every time)</i>					

<p><b>Adoption of Alignment Model of Strategic Planning</b><i>(Focusing on integration of operations with achieving an overall goal, for example, to increase in social service or to successfully integrate a new cross-functional system, such as a new computer system.)</i></p>					
<p><b>Adoption of Inspirational Model of Strategic Planning</b><i>(Planners see themselves as having very little time available for planning and/or there is high priority on rather quickly producing a Strategic Plan document)</i></p>					
<p><b>c)Factors for Appraisal of Strategic planning Models</b>  <i>Tick against each statement to express the extent to which the following are considered in determining how suitable a strategic planning model is.</i></p>					
<ul style="list-style-type: none"> <li>• Stability or turbulence of the external environment</li> <li>• Health of programme (the current status of performance of programme)</li> <li>• Stage of development of the programme (life cycle stage of programme)</li> <li>• Structure of the programme (Reporting patterns, authority levels, decision processes, communication channels etc)</li> <li>• Programme Purpose(is the programme a social service or for economic gain)</li> <li>• Attitudes to 'planfulness' (by tradition whether people are for</li> </ul>					

<p>planning or not)</p> <ul style="list-style-type: none"> <li>• Expertise in planning persons(knowledge and skills available in planners for the strategic planning process)</li> <li>• Availability of resources (physical and human resources to be used in a particular approach and its outcome)</li> <li>• Organizational culture(what members involved in planning and plan implementation share in common that explain their behavior, attitudes and values)</li> </ul>					
<p><b>d) Effectiveness of Strategic planning Model on Strategy implementation for community health</b></p> <p><i>Tick one to show the extent to which the following have been realized as a result of the strategic planning model and process</i></p>					
<ul style="list-style-type: none"> <li>• Efficiency in use of health resources</li> <li>• Improved consumption of health initiatives</li> <li>• Reduced onset ill health conditions such as Malaria, Pneumonia, Diarrhoea etc</li> <li>• Improved Antenatal Care</li> <li>• Reduction in mortality rates</li> <li>• Adequacy of health workers and health drugs</li> <li>• Improved Access to health Services</li> </ul>					