



NEXUS BETWEEN STRATEGIC PLANNING PRACTICES AND SERVICE DELIVERY: AN EVALUATION OF NAIROBI CITY COUNTY GOVERNMENT, KENYA

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Accepted: March 13, 2025

DOI: <http://dx.doi.org/10.61426/sjbcm.v12i1.3192>

ABSTRACT

This study was carried out to examine the effect of strategic planning practices on service delivery of Nairobi City County Government, Kenya. The study used a descriptive research design. The target population comprised of 32 Senior directors, 264 departmental managers and 42,730 operations staff in ten departments in Nairobi County government. The sample size was determined through Yamane (1967) sampling formula to have 30 senior directors, 159 departmental managers, and 396 operation staff in ten departments. A pre-test study was done in Kiambu County government whose respondents comprised of 3 senior directors, 16 departmental managers, and 40 operation staff in the ten departments. Validity was measured through content, construct, and criterion validity while Cronbach Alpha Coefficient was used to measure reliability. Analysis of quantitative data was done using SPSS software. The results implied that there was a positive and significant relationship between strategic planning practices variables and service delivery. The study found out that the county government had still not yet been able to overcome corruption threats effectively when developing strategies being formulated. There was unsupportive reward structure demotivating the required management staff from enhancing efforts to come up with unique strategies that could spur excellence service delivery. Increased political influence still interfered with the incorporation of the strategies to the operations. Budgets in support of the set goals were insufficient to validate on the need for developed strategies hence negatively affecting the amounts of allocated resources. The county government leadership should ensure that there is consistent training made to the strategic management on how to effectively develop strategies. The county revenue board should develop clear strategies that aim at allocating some percentage of the revenue to support the rewarding structure on most effective strategies. Management should develop clear work policy that seeks to separate politics and the management of the county government. The county government's leadership should develop more training on articulate methods of budgetary preparation that is supported by facts.

Keywords: *Strategic Planning Practices, Service Delivery, Nairobi City County Government, Kenya*

CITATION: Ochenge, J. M. & Maina, S. (2025) Nexus between strategic planning practices and service delivery: An evaluation of Nairobi City County Government, Kenya. *The Strategic Journal of Business & Change Management*, 12 (1), 343 – 361. <http://dx.doi.org/10.61426/sjbcm.v12i1.3192>

INTRODUCTION

The process of interaction between the staff of an institution and the public with the aim of providing related services in the most efficient and less costly manner, defined as service delivery (World Bank, 2021). It defines the reason as to why public institutions are established and will be measured through quality of services, turn-around time of services, transparency and accountability, and public engagement, (Johnsen & Reid, 2022). Quality services entail the excellence measures put into place by the county government when providing the services (Biondi & Russo, 2022). This could be in terms of the professionalism of the service provider, the nature of service and the satisfactory effect the service has on the person seeking the services.

Over time, public institutions are realizing that their worth is founded on the services they deliver to the public. This has pushed them into striving for excellence but there have been impediments that have negatively affected its implementation. According to Vedel and Kokshagina (2021), public institutions in America have experienced lack of clear communication especially from senior management to operations staff on how to implement and measure various developed service delivery objectives. According to Drago et al. (2023), public institutions are struggling with high number of unqualified staff in the management who are not able to instigate well thought strategic plans that can spur growth in public institutions in France. In addition, Xanthopoulou et al. (2022) noted that service delivery has been also negatively affected by both internal and external political interference at the planning stage in Greek. This is whereby staff deliver services based on political inclinations rather than with equality.

Regionally, Mabai & Hove (2020) poised that developed strategies related to objectives and results analysis were hardly monitored and evaluated in South African institutions. This means that there has been vagueness on what the staff are supposed to do and when tasks are to be

completed (Ndevu, 2022). Sawaneh (2023) investigated how Gambia's service delivery in the government funded institution was affected by the implementation of strategic plans. The revealed that strategic planning and implementation affected the kind of service delivered in the institutions. However, Sawaneh (2023) did not include junior civil servant to provide information on the issues they were undergoing in actualizing the various strategic plans formulated by the management.

In Kenya, there has been increased damaging public institutions culture that encourages tribal inclinations to a point that the public has to part with bribes to be served (EACC, 2022). Further, Roba et al. (2024) examined how county government's service delivery was affected by strategic planning of the human resource in Kenya. The main problem of the study was associated with low funding and limited number of qualified personnel in the HRM departments in county government. Roba et al. (2024) adopted descriptive design in incorporating one hundred and forty participants. The study established that service delivery was improved when qualified personnel with the right skill set were recruited to sustain the services. Notably, the study noted that there were gaps related to insufficiency in proactive planning and appropriate organization of the county staff in relation to their skills and knowledge. However, Roba et al. (2024) failed to consider operations employees who would speak of challenges they were undergoing in service delivery due to low qualifications.

Strategic planning practice is the capacity of leadership to come up with a vision, goals and objectives that pushes an institution to a desired point of optimality (Mailu & Kariuki, 2022). The strategic decisions are guided by various analysis done such as strategy formulation, strategy scanning, action planning and strategic goal setting (World Bank, 2021; Yu & Wang, 2022). Strategic formulation is the process of identification of strategic leadership decisions and policy framework

implementation, with the intention of reducing corruption threats, taking advantage of innovation and enhancing Mentorship on strategies and professional development (Biondi & Russo, 2022). Strategy scanning is the act of developing visibility of the set objectives within a focus of the vision of the organization and engagement of staff through responsibilities and also rewarding them for attaining strategic objectives (UN, 2020). Action planning entail maintaining institutional culture through establishment and implementation of recruitment strategies, ICT training and development, and resolving any conflicts that may arise by the senior leadership (Umar et al., 2020). Strategic goal setting is the entire process of setting targets, allocating resources to business processes, and monitoring and evaluating the progress (Nafari & Rezaei, 2022).

Problem Statement

The county government of Nairobi's key objective is to improve the livelihoods of the citizens who lives within and surrounding towns from the capital city of Kenya (Wainaina, 2022). To realize this goal, the management works under the guidelines of a strategic plan. The implementation on cashless system of revenue collection was noted by Nairobi City Council (2024), to have increased revenue collection of Kshs 275 million to Kshs. 1.2 billion in 2023 from Kshs 925 million in 2022.

However, despite the increased revenue, provision of quality services in Nairobi County is still faced by inefficiencies related to inadequacy, negligence when engaging with the public and high turn-around time when providing services (KIPPRA, 2024). A report by KNBS and MOH (2022) reveals that there is high negligence by the healthcare staff in the county when providing healthcare service to pregnant women. This negligence has previously contributed to a high infant death of 44 in 1000 births as compared to average threshold which is 32 deaths in Kenya in the year 2022.

Additionally, it takes a high turn-around time of more than 3-6 hours when seeking healthcare services in public hospitals of Nairobi County. The

concerns have resulted to impediments of key county government services that cut across health and other social services. According to (Mutambuki & Kabui, 2022), less enforcement measures to ensure that there is transparency and accountability of the implemented strategies by the county management has further led to ineffective policy framework that could support delivery of services.

Objectives of the study

- To establish the influence of strategy formulation on service delivery of Nairobi City County Government, Kenya.
- To evaluate the influence of strategy scanning on service delivery of Nairobi City County Government, Kenya.
- To examine the influence of action planning on service delivery of Nairobi City County Government, Kenya.
- To determine the influence of strategic goal setting on service delivery of Nairobi City County Government, Kenya.

LITERATURE REVIEW

Theoretical literature Review

Transformational leadership theory was developed by Downtown (1973) and it stated that a leader acts as a servant to motivate the staff towards achieving the goal and vision of the organization. This drive stems from providing ideals, inspiring and intellectual stimulation on how to offer the services at a more desired manner. Therefore, it is the mandate of the leaders to ensure that they keep the staff motivated towards providing effective services to the citizens. They could do so by ensuring that the staff are well trained and informed on the most recent service delivery techniques.

The theory of management by objectives was developed by Drucker (1954) and it indicated that the objective led kind of management enables an organization to enhance its services through establishing well thought and mutually communicated objectives between the management and the staff. This means that for the

process of management to be complete, there is need to have attainable objectives that have been discussed by concerned parties.

The institutional theory was developed by Meyer & Rowan (1977) and it stated that institutions have established systems, norms, practices and social relationships that work together to achieve a common goal. Therefore, this meant that for an institution to be deduced as working, there were several elements that work in and out of the organization.

Empirical Literature Review

Benzaghata et al. (2021) examined through a review of literature on different applications of SWOT analysis to formulate strategies in Florida. An integrative review method was used, this is because the study combined insights and perspectives from different fields. The study analyzed literature in five fields namely, general management, education, agriculture, marketing and healthcare. Benzaghata et al. (2021) found out that strategy formulation is an effective tool that can be used by managers in various fields to defeat their commercial dangers and quickly identify the crucial abilities of the business. However, Benzaghata et al. (2021) had a methodological gap whereby they only used one approach of assessing literature from different fields therefore limiting the study the ability to explore more research methods.

Kansongue et al. (2023) explored how Togo's renewable energy was affected by the implementation of strategies using approached such as PEST and SWOT techniques. The study involved sixty-four participants who were basically from communities in Togo, NGOs, policy makers, international and financial institutions. The study involved a series of data collection whereby interviews, observations, and literature review were majorly used. It found out that the implementation of formulated strategies basically improved the renewable energy in the country. Regardless, the study complained that there were issues such as high cost of incorporating

technologies, unsustainability at institutional level, limited number of expertise and low funding.

Wainaina (2022) explored how Nairobi County government's performance was affected by management of talent. One hundred and twenty-one staffers in managerial level such as chief officers, directors and their deputies were included in the study through purposive method. The study issued questionnaires as the method of data collection with the pre-test done at Wajir county government. The findings by Wainaina depicted that when there was talent attraction, development and retention in the county government, performance was improved significantly. That notwithstanding, the study did not explore other factors such as the policy framework implementation regarding talent management as a strength aspect in the county government.

Fernandes et al. (2023) conducted a case study in Sebree Meier to explore methodologies of strategic scanning as constituent of objectives and key results. The case study utilized a descriptive qualitative technique, analyzed documents and conducted interviews with the business unit manager, staff, and a trained consultant who assisted the strategic scanning in implementing the tool. Fernandes et al. (2023) found out that strategic scanning was not viewed as a solution to the company's issues, but rather as a facilitator of team incorporation. The study had a conceptual gap whereby they failed to relate strategic scanning to other variables such variables such as salary, promotions, or awards but rather used it as a goal setting tool.

Irikefe (2021) explored how Nigeria's hospitality industry's performance was affected by strategically scanning objectives and key results. A survey research design was applied where data was through questionnaires from a sample of two hundred and seven hotel staff. The study found that following a work-related goal-setting framework by hotel staff led to increased job participation, subjective work satisfaction, dedication to the organization, and confidence, as well as lowered job

turnover rates. However, Irikefe (2021) had a conceptual gap by not assessing the credibility and feedback on the key strategic results and also the reward systems for attaining strategic objectives.

A report by KIPPRA (2024) documented about the measures that Kenyan counties could adopt in improving revenue collection from Own Source Revenue [OSR]. The report provided that counties were yet to meet the OSR targets since the collected thresholds were Kshs 28.94 billion which is 49.61% of the target. Thereafter Kshs190.11 billion which is 47.4 % of the collected amount was later to be spent on personal remunerations. KIPPRA (2024) pointed out that the gap between revenue collection and expenditure on remuneration was interfering with the service delivery.

Hatoum et al. (2023) examined how change in organizations' capital project was affected by action planning of political, social, technological and legal aspects. This study used a blended four-step research technique. Notably, a literature review of scholarly materials to identify three political factors: organization activity, taxes, commerce, and human rights. Furthermore, Hatoum et al. (2023) discovered that organization owners were primarily motivated by political issues, since their job exposed them to government policies. Hatoum et al. (2023) had a literature gap of not providing a more extensive explanation of the action planning discovered at the time the study was done.

Thusi et al. (2023) investigated how the high cost of living for South African residents was influenced by public service delivery as a result of an absence of political commitment. The study used a qualitative research approach for data collection including secondary material acquired from publications. The study found that strong political will was essential for improving service delivery and promoting state growth in South Africa. It offered transformational prospects for communities and individuals. However, Thusi et al. (2023) had a literature gap of not addressing the influence that institutional culture and conflict resolution related to strategies

affected service delivery. Additionally, pre-test results were not provided signifying a methodological gap.

Mogues et al. (2023) examined how government institutions' service delivery was influenced by community-based monitoring (barazas) in Uganda. A cluster randomized control trial was conducted whereby the study was interested in knowing whether the common public barazas had any influence on government sectors in education, health, infrastructure and agriculture. The results obtained by Mogues and colleagues (2023) indicated that the public barazas had minimum influence on sectors such as education, health, and infrastructure but high in agriculture. According to the study, even though the citizen's priorities are discussed in barazas, they are hardly implemented in the actual sense. There was a literature gap warranting the need to examine the issues affecting service delivery related to resource allocation in Nairobi County government.

Kamau et al. (2021) explored how quality of service delivery in Maranga's pre-primary schools was affected by monitoring and evaluation. Eighty-six schools were included in the study whereby eight-six teachers, eight parents, eight school heads, and six ECD county officers were included hence totaling to one hundred and ninety-four respondents. The teachers answered the questionnaires while the parents, ECD officers and school heads were interviewed. According to Kamau et al. (2021), there was shortage of monitoring and evaluation agents from the government hence limiting the entire process of monitoring. Therefore, there was a methodological gap since the study was done in pre-primary schools in Muranga county, warranting the need to extend to an even wider scope that encompasses the monitoring and evaluation methods used on assessing service delivery in entire education system in Nairobi County.

METHODOLOGY

The study adopted positivism philosophy and descriptive research design. The target population comprised of 32 Senior directors, 264 departmental

managers and 42,730 operations staff in ten departments in Nairobi County government. The sample size was determined through Yamane (1967) sampling formula to have 30 senior directors, 159 departmental managers, and 396 operation staff in ten departments. The senior managers were interviewed while departmental supervisors and operations staff answered questionnaires. A pre-test study was done in Kiambu County government whose respondents comprised of 3 senior directors, 16 departmental managers, and 40 operation staff in the ten departments. Validity was measured through content, construct, and criterion validity while Cronbach Alpha Coefficient was used to measure reliability. Analysis of quantitative data was done

using SPSS software to generate descriptive statistics like frequencies, percentages and mean, while inferential statistics like Pearson Correlations and multiple regression analysis were used. Analysis of the qualitative results from the interviews were done using thematic method. Notably, tables, figures and explanations were used to present the findings.

RESULTS AND DISCUSSION

The study sampled 23 directors, 96 heads of departments and 177 senior operations staff. Directors were interviewed while departmental heads and operations staff were issued with questionnaires. The results are presented in Table 1.

Table 1: Response Rate

| Respondents | Sampled | Response | Percentage |
|-------------------------|---------|----------|------------|
| Directors | 23 | 15 | 65.21% |
| Heads of Departments | 96 | 71 | 74.95% |
| Senior Operations staff | 177 | 148 | 83.61% |
| Total | 296 | 234 | 79.05% |

Source: survey data 2024

According to Table 1, 15(65.21%) directors, 71(74.95%) heads of departments and 148(83.61%) senior operations staff responded to the study. The average response rate for this study was 234 (79.05%). The results signify that the response rates from various category of respondents was seemingly high. This is in accordance to Booker et

al. (2021) who indicated that when a response rate was 70%, it represented a valid and successful participation rate. Additionally, the data was also considered an adequate representation of the population hence validating the confidence level of the results of the study.

Reliability Results

The reliability results are provided in Table 2.

Table 2: Reliability Results

| Instrument | Cronbach's Alpha | Observation |
|------------------------|------------------|-------------|
| Strategy Formulation | 0.849 | Reliable |
| Strategy Scanning | 0.853 | Reliable |
| Action Planning | 0.904 | Reliable |
| Strategic Goal Setting | 0.886 | Reliable |
| Service Delivery | 0.797 | Reliable |

Table 2 shows that the Cronbach's Alpha coefficient for strategy formulation is 0.849; strategy scanning is 0.853; action planning is 0.904; strategic goal setting is 0.886; and service delivery is 0.797. The average coefficient is 0.858 and hence revealing

that the Cronbach Alpha index from the study indicated that it was more than 0.7. According to Nikmard et al. (2023), a coefficient between 0.7 and 1 suggested that the instruments were very reliable, whereas a coefficient less than 0.7 indicated that

the instruments were unreliable. Therefore, this meant that the set of questions provided through the data collection tools were reliable and thus could be trusted to be used again in future for similar outcome.

Descriptive Statistics of Strategy Formulation

The influence of strategy formulation on service delivery of Nairobi City County Government, was assessed through questionnaires and interviews. The descriptive results provided in Table 3 represent the questionnaire responses.

Table 3: Strategy Formulation

| Statements N=219 | Mean | Std Dev |
|--|------|---------|
| Training on strategic leadership | 4.34 | .047 |
| Implementation of the policy framework | 3.27 | 1.294 |
| Investment on financial resources | 4.16 | .102 |
| Disciplinary actions for corruption culprits | 2.45 | 1.449 |
| Mentorship program on strategies | 3.15 | 1.217 |
| Aggregate mean and standard deviation | 3.47 | .822 |

Source: survey data 2024

Table 3 indicates that the respondents agreed on an aggregate mean of 3.47 and a standard deviation of 0.822, that staff were trained on how to identify and implement strategic leadership decisions, implementation of policy framework, investment on financial resources, and mentorship program on strategies. However, corruption was discouraged through tough disciplinary actions for any culprits.

The results meant that the county government of Nairobi had made cognizable strides in ensuring that staff training was implemented to sharpen the strategic decision implementation skills. Nevertheless, strategy formulation was impeded by increases cases of corruption that were not punished effectively to discourage the vice. The results are supported by Orito (2021) who discovered that a strategic leadership in state corporations related to ministry of transport, supported training and innovation but at the cost of increased embezzlement. This led to inefficiencies and frequency of implementing strategic planning decisions.

Further on, fifteen directors were interviewed in the study and their responses noted and coded as D001-D015. On strategy formulation, they were asked a total of two questions whereby they were

tasked to explain how mentorship on strategies and professional development were actualized. Their responses are grouped into three themes which include real world experience application of strategies, shared experiences from the mentors and personalized guidance. On real world experiences, the mentors allowed their mentees to be present in high stake meeting where they would experience firsthand experience on how decisions are made. This method enabled the mentee understand how pressure to perform is managed and methods used to come up with solutions. On shared experiences, the mentors also took time to explain to them on various involvements they have previously been engaged to come up with strategies. Furthermore, on personalized guidance, it was noted that the mentors took time to literary train them on diverse methods used to develop strategies. A respondent D011 revealed that,

“We have formal and informally organized mentorship programs to support junior employees on developing strategic management skills.”

Supporting the findings, Kisaka (2023) also noted mentorship programs by the national police service employees has been a common experience. This is whereby the management takes time to mentor

potential staff into different strategic management activities they engage in. This method is called succession planning to equip and prepare the junior team into future leadership positions when current leadership leaves office.

The respondents were also tasked to elaborate methods used to curb corruption cases in the county government. The suggested method included encouraging cashless payments for government services to minimise the chance of corrupt individuals from accessing public funds. Furthermore, there were developed strategic policies that dictated different punishment for both minor and major corruption cases. This is in accordance to the constitution of the nation.

Additionally, the respondents indicated that public awareness campaigns were practiced to let the citizens know possible corruption tactics used.

Furthermore, there was consistent development and enhancement of strategic policies to ensure that all possible corruption loopholes in different departments are sealed for effective provision of government services to the public. A report by EACC (2023) noted that increased corruption cases at county government level is basically promoted through poor strategic policies in place, use of cash payments when seeking government services and poor training of corruption combating methods by the leadership.

Descriptive Statistics of Strategy Scanning

The influence of strategy scanning on service delivery of Nairobi City County Government, was examined in this section. This was done through questionnaires and interview guides. The descriptive results provided in Table 4, indicate the responses on questionnaires.

Table 4: Descriptive Statistics of Strategy Scanning

| Statements N=219 | Mean | Std Dev |
|--|------|---------|
| Vision and mission statement are well communicated | 4.24 | .039 |
| Engagement of staff by management | 4.18 | .122 |
| Key visibility of set objective | 3.73 | 1.054 |
| Training of staff on weak areas | 3.18 | 1.328 |
| Availability of reward system | 2.23 | 1.403 |
| Aggregate mean and standard deviation | 3.51 | 0.789 |

Source: survey data 2024

Table 4 discloses that the respondents agreed on an aggregate mean of 3.51 and a standard deviation of 0.789 that the vision and mission statement focus was well communicated to all staff. The staff were engaged by the management, there was key visibility of set objectives and staff were trained on weak areas. Nevertheless, the respondents disagreed that there was a reward system for attaining strategic objectives. The results meant that the strategic management has ensured that the staff understood clearly through consistent communication of vision and mission, on why the county government existed. However, the respondents noted when staff were able to attain the required objectives and even superseded the strategic targets, there were few rewards provided. This meant that increased performance by various

staff was minimally rewarded in the county government. As supported by Mugira (2024) found that rewards to employees were mainly done through promotion which strictly followed the constitutional requirements. Bonuses, salary increment and other rewards programs were currently ineffective in Nairobi County Government.

Further on, fifteen directors were interviewed in the study and their responses noted and coded as D001-D015. On strategy scanning, they were asked a total of two questions whereby they were tasked to highlight the methods used to get credibility and feedback on the key strategic results from the staff. The methods mentioned are grouped into 3 themes which are word of mouth, emails and phone call conversations. On word of mouth, the management was able to gather different opinions

from staff during departmental meetings and one on one discussions. Furthermore, on the theme of emails, they were commonly used since some of the interactions would not be possible to meet in person.

Therefore, an email following chain of command was mainly used to send instructions to employees from the managers and the same email used to send back questions and general feedbacks. However, some sensitive feedbacks required a direct conversation between management and staff. This is to protect the contents of the information from unauthorized personnel. Comparatively, Nkanata and Ocholla (2022) also derived that communication structures such as direct conversations and use of technology were commonly used to contextualize e-government initiative in dispensing public services.

Secondly, the respondents were asked to describe the reward systems used for attaining strategic objectives. The respondents noted the most common system was through two themes which were the intrinsic rewards and promotion systems which were done as per the county government act.

The intrinsic rewards involved receiving public acknowledgement and other ways that did not involve money. In regards to promotions, the staff needed to have served in their current post for 3 years and satisfy the necessary performance measures established at the departmental level.

In support to the results, Riany (2021) noted that state corporations had a difficult time in developing suitable reward systems attached to monetary value since they operated under limited budgets that did not allow random financial expenditures that were not previously accounted for. Additionally, the revenue collected in form of taxations and licenses was not directly sent to county's treasury but the national treasury for allocations to be made in every financial year.

Descriptive Results of Action Planning

The influence of action planning on service delivery of Nairobi City County Government, was evaluated in this section. There were questionnaires and interviews provided to the respondents to answer various statements and questions respectively. The descriptive results that are provided in Table 5 represent the questionnaire responses.

Table 5: Descriptive Statistics of Action Planning

| Statements N=219 | Mean | Std Dev |
|--|------|---------|
| Promotion of work ethics and cohesivity among all staff | 4.13 | .028 |
| Documented procedures to resolve conflict | 3.41 | 1.414 |
| Provision of frequent ICT training and development | 4.27 | .015 |
| Senior leadership recruitment strategies | 2.35 | 1.457 |
| Operations of strategic planning less influenced by politics | 3.76 | 1.322 |
| Aggregate mean and standard deviation | 3.58 | 0.847 |

Source: survey data 2024

Table 5 indicates that the respondents agreed on an aggregate mean of 3.58 and a standard deviation of 0.847 that, management provided frequent ICT training and development to incorporate technological skills among staff with, there was promotion of work ethics and cohesivity among staff, and documentation of procedures that are to be followed in resolving conflict. However, the respondents disagreed that the management

ensured that the operations of strategic planning and implemented were less influenced by politics.

The results meant that the strategic management had ensured that there were measures established to ensure that strategic plans were successfully incorporated into the organization's operations. Nevertheless, there was a concern of political influence on the process of developing strategies and as well as implementing them. This therefore raised unnecessary conflict of interest among the

strategic managers due to difference in ideologies. Notably, Johanson and Vakkuri (2020) found out that strategic management process in the government was enhanced through training of staff but also experienced limited concerns on increased political divides interfering with the strategic public policy development and its implementation.

Further on, fifteen directors were interviewed in the study and their responses noted and coded as D001-D015. On action planning, they were asked to highlight the methods used to solve conflicts related to strategy formulation and implementation among staff. Their responses were grouped into 3 themes which included arbitration, separation and avoidance. On avoidance, the managers noted that negotiation was sought through listening to the demands of both sides to develop amicable solution. On the theme of separation, this is where, the conflicting parties were separated such as through reshuffling of their roles to avoid further conflicts. This was whereby there was no amicable solutions identified on the source of conflict. The third theme was on avoidance was also another technique used to ensure that the strategies leading to conflicts were evaded and unless it was necessary, were they raised again. A respondent D004 said that

“Conflicts on developed strategies are common but what matters is managing them to avoid escalation. However, if that cannot be done, avoidance technique is implemented.”

Similar approaches were also recommended by Mabai and Hov (2020) who revealed that in the department of human settlement, conflicts linked

to strategies were addressed through arbitration and avoidance to enhance public organization’s performance.

The second question required the respondents to elaborate the strategies put into place to facilitate senior leadership recruitment due to their impact on management of the institution. The feedback given on this particular question is categorized into 2 themes which are tenure duration and scope of operations. On the tenure duration, it was revealed that the appointed senior leadership was operated within a known time frame of 3-5 years with only one further re-appointment. Through this approach the county government was assured of continued democracy and increased input from different leaders that would be either elected or appointed. Furthermore, the scope of operations was clearly defined to avoid exercising constitutional power in other director’s roles hence leading to conflicts. Comparatively, the tenure and scope of operations of senior management was also specified by the report of Nairobi County Government (2023). This was to ensure that there is the functionality of departments interlinked to each other.

Descriptive Statistics of Strategic Goal Setting

The influence of strategic goal setting on service delivery of Nairobi City County Government, Kenya, was assessed in this section. There were questionnaires and interviews provided to the respondents to answer various statements and questions respectively. The descriptive results that are provided in Table 6 represent the questionnaire responses.

Table 6: Descriptive Statistics of Strategic Goal Setting

| Statements N=219 | Mean | Std Dev |
|---|-------------|----------------|
| Monitoring and evaluation | 3.65 | 1.200 |
| Strategic reporting on staff growth | 3.84 | 1.453 |
| Consistent performance review of the strategies | 4.21 | .084 |
| Investment in innovative ICT | 4.35 | .098 |
| Resource allocation | 2.31 | 1.429 |
| Aggregate Mean and Standard Deviation | 3.67 | 0.852 |

Source: survey data 2024

Table 6 indicates that the respondents agreed on a mean of an aggregate mean of 3.67 and a standard deviation of 0.852 that the county government had invested in innovative ICT infrastructure and software to facilitate financial management analysis. There was also monitoring and evaluation, strategic reporting on staff growth, and consistent performance review of the strategies. Nevertheless, the respondents disagreed that the senior management developed budgets that justified the need to have resource allocation to business processes.

The results revealed that goal setting at the county government was set through utilization of current software, ICT infrastructure, and consistency review of performance of strategies. However, the developed budgets by the senior management failed to justify on the need to allocate resources to business processes. This meant that the developed budgets were not sufficient enough to validate on why various developed strategies needed specific amounts of financial resource. Therefore, this led to lower allocation of resources based on its availability. Contrary to the findings, Vedel and Kokshagina (2021) indicated that evidence based strategic plans was encouraged to promote adequate funding and supportive culture to various organizational cultures.

Further on, fifteen directors were interviewed in the study and their responses noted and coded as D001-D015. On strategic goal settings, they were asked to highlight the methods used to monitor and evaluate the strategies such as those related to customers. The various responses are grouped into tracking surveys conducted on public expenditure, cost-benefit analysis and feedback from stakeholders.

On public expenditure tracking, the respondents revealed that there were clear policies established of providing supporting evidence of any expenditure incurred through public resources. This was in form of receipt, invoices, and local purchasing order documents. Furthermore, cost-benefit analysis was also done to ensure that every

activity that is undertaken in the county government and which requires funding, is analysed to determine its benefits. On the last theme of stakeholder feedback, it was noted that there was the need to constantly inquiring directly to the public on their satisfaction rates of the public services offered to them. A respondent D008 said that

“Every expenditure has to be accompanied with an official expenditure document for transparency purposes.”

The second question required them to provide explanation on how strategic reporting on staff growth is done. The reporting methods noted include use of Key Performance Indicators (KPI) tracking to notice how close or how far a specific staff was in achieving them. Through this method, the management was able to notice specific declining performance traits leading to the administration of corrective measures. On SWOT analysis, the management was keen in pinpointing strengths, weaknesses, opportunities and threats that staff faced. This therefore made the management to align their resources in the best way possible to enhance their performance. Furthermore, the balanced score card facilitated close monitoring of specific activities that a staff has been engaging as a way of ensuring that any consequences of the action are noted on time. A respondent D013 said that

“It is important to keenly follow through daily, weekly and monthly activities of the staff to ensure they are working and growing as well.”

However, Umar et al. (2020) found out the KPI and SWOT analysis were common strategic approaches used to report staff’s performance particularly when tasked with various roles in strategic planning processes.

Descriptive Statistics of Service Delivery

Service delivery was the dependent variable and had indicators such as quality services, turn-around time of services, transparency and accountability, and public engagement. This section had responses

from questionnaires and interview guides. The questionnaire responses that are provided in Table 4.7 had a five-point Likert scale whereby 1-strongly

disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The descriptive results are indicated in Table 7.

Table 7: Descriptive Statistics of Service Delivery

| Statements N=219 | Mean | Std Dev |
|--|------|---------|
| Improved service delivery due to strategic planning | 4.58 | 0.091 |
| Effective measures instilled to reduce wastages of funds | 3.74 | 1.203 |
| Shorter turn-around time of services | 4.14 | .134 |
| Promotion of transparency and accountability | 2.34 | 1.573 |
| Public opinion is always sought | 3.82 | 1.267 |
| Aggregate mean and standard deviation | 3.72 | 0.854 |

Source: survey data 2024

From the findings in Table 7, the respondents agreed on an aggregate mean of 3.72 and a standard deviation of 0.854 that the quality of services had improved due to strategic planning, effective measures instilled to reduce wastages of funds, shorter turn-around time of services, and public opinion was always sought. However, the respondents disagreed that the county government promoted transparency and accountability through auditing the implemented strategic plans with the

The results point out that the delivery of services in Nairobi County was enhanced due to establishment of strategic plans. The support gotten from different staff in departments and use of ICT tools, made it possible to take less time in dispensing the services to the public. That notwithstanding, there were concerns regarding the poor transparency of operations and also lack of accountability of actions implemented on strategies, even when discovered through auditing. This made it possible to actualize the full potential of the strategic plans due to inconsistencies in the implementation phase to deliver the desired services to the public. Comparatively, Ambetsa et al. (2022) revealed that the service delivery of water services in Kakamega county was partly made successful through the coordination of staff and their willingness to share their skills in the water department. However, increased transparency issues were notable issues similar to the current study's discovery.

Further on, fifteen directors were interviewed in the study and their responses noted and coded as D001-D015. On service delivery, they were asked a total of three questions whereby they were tasked to describe how various measures like transparency and accountability affected service delivery. Their responses are grouped into two themes which are distribution of resources to the required need and enhanced public confidence to the operations of the county government. On sufficient distribution of resources, it was noted that when there was transparency and accountability, public resources that were meant to support in provision of government services were properly used and protected from selfish personal gains. This led to provision of required service issuance to deserving needy cases from accessing the services. A respondent D009 indicated that,

“Transparency and accountability positively affect the accessibility of government services to the public.”

Additionally, on the theme of high public confidence, it was discovered that when there were clear accountability measures, the public trusted the strategic operations of the county government. It was thus easier to explain to the public on genuine cases of system failures or delayed processes as compared to when they lacked transparency. According to Dakuku (2021) as a result of enhanced transparency, public resources were not withheld from the citizens hence creating a foundation for

increased confidence on the public service operations of the Nigerian civil service.

The respondents were also tasked to highlight the challenges that were encountered in service delivery due to low qualifications of the staff. The challenges mentioned were increased work related errors directly increasing to time wastage and indirect cost implications. Furthermore, the service delivery was impeded due to inability of the staff to adopt to the new systems such as the case of Unified Business Permit (UBP) and the implementation of Social Health Insurance Fund. Additionally, provision of inaccurate information was also noted as a challenge since the staff cannot

access organizational systems to retrieve current and correction information. Notably, these concerns were also raised by Ndevu (2022) who revealed that people management in municipalities of South Africa was becoming a challenge due to low qualifications. They were thus not able perform basic tasks, increased work errors and poor customer service concerns.

Correlation Analysis

The study had research hypotheses that stated that there was no influence of strategy formulation, strategy scanning, action planning and strategic goal setting on service delivery. Table 8 provides the correlation analysis results.

Table 8: Correlation Analysis of Strategic Planning Practices and Service Delivery

| | | Service Delivery | Strategy Formulation | Strategy Scanning | Action Planning | Strategic Goal Setting |
|-------------------------------|---------------------|------------------|----------------------|-------------------|-----------------|------------------------|
| Service Delivery | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 219 | | | | |
| Strategy Formulation | Pearson Correlation | .587 | 1 | | | |
| | Sig. (2-tailed) | .031 | | | | |
| | N | 219 | 219 | | | |
| Strategy Scanning | Pearson Correlation | .317 | .074 | 1 | | |
| | Sig. (2-tailed) | .003 | .076 | | | |
| | N | 219 | 219 | 219 | | |
| Action Planning | Pearson Correlation | .652 | .080 | .093 | 1 | |
| | Sig. (2-tailed) | .001 | .008 | .012 | | |
| | N | 219 | 219 | 219 | 219 | |
| Strategic Goal Setting | Pearson Correlation | .780 | .049 | .086 | .058 | 1 |
| | Sig. (2-tailed) | .000 | .048 | .003 | .194 | |
| | N | 219 | 219 | 219 | 219 | 219 |

* Correlation is significant at the 0.05 level (2-tailed)

Source: survey data 2024

The results in Table 8 shows that the correlation coefficient for strategy formulation was $r=0.587$ at $\alpha < 0.031$ and 99% significance level; the correlation coefficient for strategy scanning was $r=0.317$ at $\alpha < 0.003$ and 99% significance level; the correlation coefficient for action planning was $r=0.652$ at $\alpha <$

0.001 and 99% significance level and strategic goal setting was $r=0.780$ at $\alpha < 0.000$ and 99% significance level. The results implied that there was a positive and significant relationship between strategic planning practices variables and service delivery. This shows that an increase in strategic

planning practices factors influenced service delivery. Therefore, based on their correlational strengths, strategic goal setting had the highest influence, followed by action planning, then strategy formulation and the variable with least influence was strategy scanning.

Multiple Regression Analysis

The study performed multiple regression analysis to find out the influence of strategy formulation, strategy scanning, action planning and strategic

goal setting on service delivery in Nairobi City County Government. The three analysis that were performed were model summary, ANOVA and regression analysis

Model Summary

The study conducted a model summary to ascertain the percentage influence of strategic planning practices on service delivery. Table 9 provides the results.

Table 9: Model Summary of Strategic Planning and Service Delivery

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .856 ^a | .733 | .704 | 3.17070 |

Predictors: (Constant), Strategic Goal Setting, Strategy Formulation, Action Planning, Strategy Scanning
Source: survey data 2024

From the model summary results shown in the Table 9, the value of R was 0.856 and Adjusted R-square was 0.704. This implies that strategic planning practices like strategy formulation, strategy scanning, action planning and strategic goal setting had a 70.4% influence on service delivery. Other strategic practice factors not included in this study, constituted 29.6% of the difference. The results therefore meant that strategic planning process was vital factors towards enhancing the service delivery in a county government. A similar finding by Kirui found that strategic planning practices like SWOT analysis,

adjusting strategies and defined strategies had a 77% influence on delivery of public services. Additionally, Mwita et al. (2022) established that strategic planning had a 60.7% on delivery of public services but within agriculturally based state corporation in Kenya.

ANOVA Analysis

The study also conducted ANOVA to answer the general objective which sought to examine the effect of strategic planning practices on service delivery of Nairobi City County Government, Kenya. Table 10 provides the results.

Table 10: ANOVA Results of Strategic Planning and Service Delivery

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 161.289 | 4 | 12.072 | 328.301 | .011 ^b |
| | Residual | 2038.419 | 215 | 10.053 | | |
| | Total | 2199.708 | 219 | | | |

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Strategic Goal Setting, Strategy Formulation, Action Planning, Strategy Scanning

Source: survey data 2024

Table 10 indicates that the p-value was 0.011 and F of 328.301. Therefore, since the p value was less than 0.05, strategic planning practices were distinguished to have a positive effect on service delivery. Previous studies like Sakagwa & Kihara (2021) discovered similar positive relationship

between strategic planning elements and civil registration's performance.

Regression Coefficient Analysis

The study had a model which indicated that; $Y = C + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$. This is where: Y = Service delivery; β_i = Coefficients to be estimated; C =

Constant; X1= Strategy formulation; X2 = Strategy scanning; X3 = Action planning; and X4 = Strategic

goal setting. Table 11 indicates the regression coefficients determination of the study.

Table 11: Regression Coefficient of Strategic Planning and Service Delivery

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 15.172 | 2.080 | | 7.295 | .000 |
| Strategy Formulation | .034 | .075 | .031 | .458 | .007 |
| Strategy Scanning | .181 | .073 | .121 | 1.774 | .001 |
| Action Planning | .012 | .070 | .012 | .176 | .016 |
| Strategic Goal Setting | .089 | .072 | .085 | 1.243 | .005 |

a. Dependent Variable: Service Delivery

Source: survey data 2024

Table 11 shows that the constant was 15.172 and the coefficient for strategy formulation was 0.034; strategy scanning was 0.181; action planning was 0.012 and strategic goal setting was 0.089. That is $X=15.172$, $X1=0.034$, $X2=0.181$, $X3=0.012$, $X4=0.089$, $e=2.080$. Therefore, the regression equation $Y=15.172+0.034X1+0.181X2+0.012X3+0.089X4$.

From the regression equation, when one unit of strategy formulation, strategy scanning, action planning and strategic goal setting was added, its increased service delivery by $15.172+0.034+0.181+0.012+0.89$. The results imply that all the variables were significant towards enhancing service delivery. Therefore, the study has established that identification of strategic leadership decisions, implementation of policy framework, capitalizing on opportunities, corruption threats and mentorship develops strategy formulation, which is critical in enhancing service delivery (Orito, 2021).

SUMMARY

The findings of the questionnaire indicated that the management had ensured that its staff were trained on matters of identifying possible gaps resulting to articulate implementation of strategies that are backed with evidence. Nevertheless, there were poor execution of disciplinary measures due to poor execution of formulated strategies and embezzlement of public funds by state officers. The

interview outcome pointed out that there was mentorship on strategies and professional development programs such as real-world experience application of strategies, shared experiences from the mentors and personalized guidance. In addition, the efforts made to minimize corruption cases in the county government were encouragement of cashless payments, developed strategic policies, and enhanced public awareness campaigns.

It was also discovered that the vision and mission statements to the staff. This was done through direct communication, emails, website and through policy manuals. However, despite adhering to the laid down procedures or attaining the strategic objectives, the county government lacked a reward system to motivate the staff into paying more attention to the strengths, weaknesses, opportunities, and threats in their environment. The interview outcome noted that the methods used to get credibility and feedback on the key strategic results from the staff included word of mouth, emails and phone call conversations. In addition, the reward systems used for attaining strategic objectives were intrinsic rewards and promotion systems which were done as per the county government act.

The findings of the questionnaire indicated that there were frequent training and development

sessions incorporated by the management to enhance the ICT skills among the staff. However, political influence was interfering with internal processes such as those related to strategic planning. The interview outcome noted that the methods used to solve conflicts witnessed mostly during the strategy formulation and implementation among staff were arbitration, separation and avoidance. Further, the strategies put into place to facilitate senior leadership recruitment were through having a known tenure term that they were required to serve and also on their scope of operations, to limit internal conflicts with other management team members.

The findings of the questionnaire showed that there were developments made within the scope of the county government to enhance digitalization such as through establishment of ICT infrastructure to support analysis of financial records. Nevertheless, there were shortcomings on the nature of the budgets developed by the management. The interview outcome pointed out that the methods used to monitor and evaluate the strategies included tracking surveys conducted on public expenditure, cost-benefit analysis and feedback from stakeholders. Additionally, the challenges facing adequate resources allocation to implement the strategic plans in the county government included poor budgetary allocations from the treasury, corruption cases, and misuse of public funds.

CONCLUSION

The conclusions made on strategy formulation were that there were trainings, ICT infrastructure and innovation support mechanisms offered to support critical areas related to decisions made by strategic leadership, policy frame work implementation, and mentorship development amongst the staff. Nevertheless, the county government had still not yet been able to overcome corruption threats effectively when developing strategies.

The conclusions made on strategy scanning were that there were clear communication systems particularly on the vision and mission of the county

government. Nevertheless, despite achieving the required strategic development, there was unsupportive reward structure demotivating the required management staff from enhancing efforts to come up with unique strategies that could spur excellence service delivery.

The conclusions made on action planning were that the strategic plans were effectively incorporated into the operations of the county government through a supportive work culture and training on ICT. However, increased political influence still interfered with the incorporation of the strategies to the operations.

The conclusions made on strategic goal setting were that it was mainly done digitally with reviews of the performance consistently done to minimize issues arising from the work. However, budgets in support of the set goals were insufficient to validate on the need for developed strategies hence negatively affecting the amounts of allocated resources.

Recommendation of the Study

On strategy formulation, the county government leadership should ensure that there is consistent training made to the strategic management on how to effectively develop strategies. Further on, the government agencies such as EACC and auditor general's office should ensure that clear monitoring and evaluation of various strategies especially those related to key departments like finance to fully implement cashless payments.

On strategy scanning, the county revenue board should develop clear strategies that aims at allocating some percentage of the revenue to support the rewarding structure on most effective strategies. This method would support the management in ensuring that quality decisions are not only acknowledged but rewarded as well. For example, openly rewarding and acknowledging the strategic thinkers and developers of Unified Business Permit (UBP).

On action planning, the management should develop clear work policy that seeks to separate politics and the management of the county

government. This could be done through incorporating the ideas of the staff and management on how that should be implemented and how difference in ideologies could be resolved with less involvement of politics at hand.

On strategic goal setting, are that the county government's leadership should develop more

training on articulate methods of budgetary preparation, that is supported by facts. Additionally, there should be recruitment of more qualified budgetary officers that support the strategic management in ensuring that the budgets adhere to all standards.

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