

Influence of County Leadership on the Implementation of County Integrated Development Plan in Laikipia County Government, Kenya

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Abstract: The study investigated the influence of county leadership on the implementation of county integrated development plan in Laikipia county government in Kenya. The significance of this study was to ensure it provide knowledge to the county governments in Kenya to understand the impact of leadership influence on the implementation process of CIDP, hence improving on their performance, service delivery and successful implementation of County integrated development plan. The study employed a descriptive research design with a target population of 465 with a sample size of 104 respondents. Data was collected using a structured questionnaire. The completed questionnaires were edited for completeness and consistency, checked for errors and omissions and then coded to SPSS and analyzed qualitatively and quantitatively. The study recommended that county management should ensure that there is an appropriate focus on good practice in line with these findings and that there is a significant approach in addressing them in place to ensure compliance with all relevant guideline. The county government must address the issue of policy framework, and perhaps train the senior management on policy implementation.

Keywords: County Leadership, Integrated Development Plan, Knowledge.

1. INTRODUCTION

The Constitution of Kenya 2010 established two tier governance systems with a national government and 47 county governments. The County Government Act 2012 stipulates the need for all counties to prepare five year County Integrated Development Plans (CIDPs) which replaces District Development Plans (DDPs) that used to guide development under former constitutional dispensation. Research by (Kissinger 2006: 56) indicate that 64% of strategy implementation fail due to rapid environmental changes and leadership strategies employed, 37% according to Mankins and Steele 2005: 64-72 and as high as 90% (Freedman and Tregoe 2003:13). The rapid and dynamic changing business environment is posing implementation barriers (Robinson – 2002- 30) the proposal will address its self to the influence of leadership, technology as a rapid changing variable and policies and procedures. County Integrated development plan is a five year road map, cutting across various departments as guided by county government act 2012 (104) and public finance management act 2012 clause 126 which states that every county government shall provide a development plan to the county assembly chambers before 1st of September each year. CIDP is a policy issue that is expected to integrate county government's functions as specified in the Fourth Schedule of the Constitution and on relevant national policies. CIDP is a detailed approach into strategic management processes and procedures to be addressed in a defined and systematic way that clearly allows for development agenda to be articulated within the available resources. Effective strategy implementation has never been more important in our contemporary society Information technology is becoming a rapid game changer, and will be a key aspect in this proposal. With IT occupying an integral position in the operations of any modern business, it faces the daunting challenge of succeeding in an increasingly competitive marketplace and complying with stringent regulatory requirements (Castner 2005). Leadership is presumed to have an effect not just on individuals

but also on teams, and sometimes even on entire external and internal systems (Kaiser et al., 2008). The leadership of the county assembly is charged with the oversight responsibility Article 195,196,200(2) (d).The public finance act article 126 and the Kenyan constitution 2010 article 220(2) provides for every county shall develop a county integrated plan. Leadership is the ability to influence other people within your team to bring about anticipated change. Leadership enables followers to be motivated and perform, but also small teams to synergize, and organizations to accomplish goals through the differentiated yet synchronized efforts of these individuals and teams (DeChurch *et al.*, 2010). However, Podolny *et al.* (2005) observed that for at least the past 30 years, the concept of leadership has been the subject of critics and marginalization by dominance of organization paradigm shift and perceptive. Part of these skeptics has resulted from questions about whether leadership has discernible effects on organization outcome. This proposal will want to establish the leadership influence, the police framework influence and the technological influence on the implementation of county integrated development plan. Public Policy is the heart, soul and identity of governments everywhere. It is the major reason on the basis of which they are voted to power by the sovereign (citizens of a country). Potential Policies advertised by them during election campaigning as well as the previous work/policies brought out and their implementation. Implementation process covers the entire management process and provides analytical frame work for situations where sources have to be allocated. (Fixsen, Naoom, Blase, & Friedman 2005). Top Leadership on the government circles is about making policies while the policies are implemented by the administrators at the middle level. Whereas the administrators provide advice to the leadership on the top, in the formulation of policies, it was observed that politicians who are the leadership on the top high intrude and interfere in the affairs of the county government during the implementation cycle.

2. STATEMENT OF THE PROBLEM

A gap exists between planning on paper and realization which in actual fact is the implementation of CIDP. A higher performance goes with effective and successful implementation of policies and procedures (Fourier 2007). Research by (Kissinger 2006) indicate that 64% of strategy implementation fail due to rapid environmental changes and leadership strategies employed, 37% according to Mankins, Steele 2005: 64 % -72% and as high as 90% by (Freedman and Tregoe 2003). The rapid and dynamic changing business environment is posing implementation barriers (Robinson, 2002) The KENAO report on county governments tabled before the house of National parliament and the senate on 25/6/2015, morning and afternoon session for scrutiny and recommendation forms the basis for my proposal. The Laikipia baseline survey for customer satisfaction has also informed the importance of this study, with a 75% of target population citing poor implementation of the county integrated development plan (Podolnyet, 2005) observed that for at least the past 30 years, the concept of leadership has been the subject of critics and marginalization by dominance of organization paradigm shift and perceptive in respect to implementation of policies. The impeachment of governors across the counties is an indicator, of a real challenge in policy implementation within the county government. This study aimed at establishing the influence of county leadership on the implementation of county integrated development plan in Laikipia county government in Kenya. The study is informed by literature review, auditor general report to parliament dated 25/6/2005 and Customer satisfaction baseline survey of Laikipia county government 2014/2015. Reviews of the research offered strong support that the “level of implementation affects the outcomes obtained in promotion and prevention programs”(Durlak & Dupre, 2008).

3. LITERATURE REVIEW

Leadership has become a key determinant of driving and explaining firms' competitiveness, and profitability. Firms with greater strategic leadership tend to achieve higher firm performance and enhance organizational success in the business operations (IHRM 2015 journal). The attainment of the strategic objectives underlying strategic decisions is accomplished through the effective practice of strategic leadership (Mweni,2015). Strategic leadership focuses on the future, to create excitement for the future, as well as for what is happening today. A primary goal of a leader is to gain a better understanding of the business conditions, the environment and other aspects that identify the challenges of the future. In their review of the leadership literature , Barasa and Eising (2012) made the distinction that theories of leadership are about leadership in an organization but that strategic leadership is of leadership of the organization. Strategic leadership is marked by a systemic concern for the whole organization, its evolution, changing aims as well as the selection, development and maintenance of the requisite resources and capabilities to enable it to compete. According to (Nel,2008), the core challenge for organizations is to provide sufficient clear structure to ensure that all people in the organization are familiar with and willing to endorse good strategic leadership practices. This may in practice, mean that people must initially be directly involved in debating and defining the need for such a strategy. The surest way of achieving this is to

develop and utilize an integrated strategic leadership framework that is capable of being applied to the broadest possible range of business-related issue and components.(Armstrong,2011). It is very important for organizations to identify, balance, integrate and align all of the external and internal variables that are likely to have an impact on the organization's capacity to fulfill strategic leadership. This includes the identification of trends, patterns and possible reactions that may be caused by the activation of strategic leadership. Taking the necessary steps and action to ensure the delivery of products and services which meet the needs of both internal and external customers is very important for the future focus of the organization. Issues such as empowerment and personal accountability for building quality are important factors at this level of strategic leadership.

According to (Fulmer, 2007), leadership problems of current and future leaders are: competition is coming from unexpected quarters. Because the rules of the business game are changing with this competition, current leaders represent what the business needed in the past and not the present or the future; the talent pipeline often lacks sufficient numbers to replace leaders that are or soon will be leaving; the organization's expansion goals outstrip the amount of internal talent needed to support them; globalization and increasing technological demands make the leader's job more difficult than ever; problems with strategic direction, organizational alignment and employee commitment continue to exist and are exacerbated in the current competitive environment; human resources and those responsible for leadership development feel increased pressure to demonstrate value, particularly in terms of return on investment for leader development, and other education and training initiatives; leadership development initiatives are not integrated with business needs, and consequently, are of questionable value to internal customers. Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation (Hrebiniak, 2005). However, a lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation. As a leader controlling both the scarce resources and the human resource behavior is key to implementation process. It is the role of any leader and indeed the political class at the management level to control the direction of the institution .The leader must ensure he controls what goes to the internal and external for consumption. Policies and procedures for controlling are essential to strategy implementation. In the recent years there has been increased interest in "Strategic Leadership" by top executives (Yukl, 2010). According to Bateman and Snell (2009), strategic leadership gives purpose and meaning to organizations. Strategic leadership involves anticipating and envisioning a viable future for the organization and working with others to create such a future. Rowe (2001) defined strategic leadership as the ability to influence others to voluntarily make day-to-day decisions that enhance the long term viability of the organization, while at the same time maintaining its short-term financial stability. Managing control typically requires a number of resources. These resources include supervisory staff, skilled specialists, and tools to measure the control of the system, complex statistical software, other tracking technologies and employing strategic leadership. A lack of any (or all) of these crucial inputs can drastically reduce the ability of the control teams to collect and communicate their findings. This under-funding of the control system creates resource scarcity for the process. A lack of resources, inaccurate measurements, information flow errors, and incorrect analyses can all result in significant barriers to managing control of a process or system. Managers should be aware of these barriers and do their best to avoid them through training and accuracy. (Boundless Management. 2016). Whereas the administrators provide advice to the politicians in the formulation of policies, it was observed that politicians intrude and interfere in the affairs of the local government administrators most often negatively thereby truncating the needed grassroots development, (Obinjalu 2010). As a leader controlling both the scarce resources and the human resource behavior is key to implementation process. It is the role of any leader at the management level to control the direction of the institution .The leader must ensure he controls what goes to the internal and external for consumption. Policies and procedures for controlling are essential to strategy implementation.

4. RESEARCH METHODOLOGY

This study employed a descriptive survey research design. Laikipia County has 3 Sub-counties .The target population for this study comprised of 15 chief officers, 28 directors and 104 heads of departments, 25 MCAs, 276 Rangers who are both key stakeholders and champions of the process, and 3 sub county administrators, 8 directors of the county assembly and 10 committee clerks of the assembly. The total target population is 465 persons. The questionnaire was for data collection because it offers considerable advantages in the administration. It also presents an even stimulus potentially to large numbers of people simultaneously and provides the investigation with an easy accumulation of data. This study collected qualitative data using a researcher-administered questionnaire. Descriptive statistics was used to analyze data.

5. FINDINGS

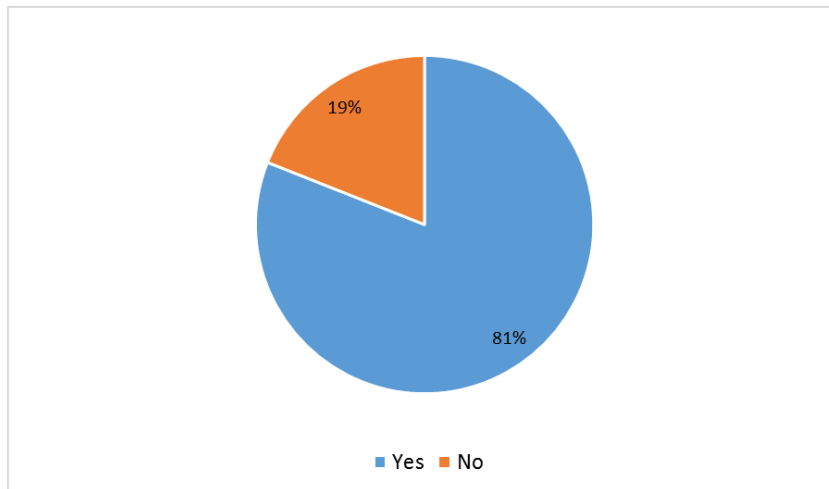


Figure 1: Sensitive to vision, mission and core value

From the research findings it was found that 81.6% of the total respondents indicated that the county government is sensitive to vision, mission and core value while 18.4% didn't agree. Thus the study sought on strategic leadership that focuses on the future, to create excitement for the future, as well as for what is happening today. A primary goal of a leader is to gain a better understanding of the business conditions, the environment and other aspects that identify the challenges of the future. In their review of the leadership literature, Barasa and Eising (2012) made the distinction that theories of leadership are about leadership in an organization but that strategic leadership is of leadership of the organization.

Table 1: Leadership influence as stipulated by vision and core values

| Statements | Mean | Std. Deviation |
|---|--------|----------------|
| Does the County top leaders motivate and persuade others leaders in lower positions to acquire the CIDP vision and mission statements | 4.4241 | 0.64237 |
| Does the top county leader give priority to implementation of CIDP and accomplishment of goals? | 4.7854 | 0.46248 |
| County leadership build capacity to the employees on implementation strategy and way forward on changes | 4.5241 | 0.66451 |
| Laikipia top county leaders have collaborated with external stakeholders on implementation of CIDP | 4.4150 | 0.69362 |
| Are County leaders constantly conveying the vision until it becomes a component of organizational culture | 4.0214 | 0.47244 |

From the findings of the respondents found that majority of top county leaders give priority to implementation of CIDP and accomplishment of goals as indicated with a mean of 4.7854. The respondents agreed that County leadership build capacity to the employees on implementation of CIDP and way forward on changes as indicated with a mean of 4.5241. The respondents also agreed that County top leaders motivate and persuade others leaders in lower positions to acquire the CIDP vision and mission statements as indicated with a mean of 4.4241. The respondents continued to agree that top county leaders have collaborated with external stakeholders on implementation of CIDP as indicated with a mean of 4.4150. The respondents moderately agreed that County leaders constantly conveying the vision until it becomes a component of organizational culture as indicated with a mean of 4.0214. The findings thus, show that attainment of the strategic objectives underlying strategic decisions is accomplished through the effective practice of strategic leadership that are in line with its vision, mission and core values. The attainment of the strategic objectives underlying strategic decisions is accomplished through the effective practice of strategic leadership (Mweni, 2015). The respondents were asked to indicate whether role of leadership embrace strategic management process and procedures in the implementation of CIDP in Laikipia County.

Table 2: Role of leadership

| Statements | Mean | Std. Deviation |
|---|--------|----------------|
| The county leadership , reduces organizational conflict and promotes commitment thus promoting CIDP implementation process in Laikipia county | 4.1436 | 0.64310 |
| Leaders in Laikipia county show proficient in delegation of roles and responsibilities in CIDP process | 4.7965 | 0.41789 |
| Leadership provides a framework for decision-making in the implementation of CIDP in Laikipia county | 4.6745 | 0.66451 |
| Leadership in Laikipia county has enabled the committee to periodically measure CIDP progressive performance | 4.4150 | 0.62348 |
| Leadership provides a standard for monitoring and evaluation of quarterly progress on CIDP implementation. | 4.3015 | 0.42364 |

From the research findings as tabulated in Table 2, respondents agreed that county leadership , reduces organizational conflict and promotes commitment thus promoting CIDP implementation process in Laikipia county with a mean of 4.1436 and a standard deviation of 0.64310; This was followed by a substantive agreement on show proficient in delegation of roles and responsibilities in CIDP process with a mean of 4.7965 and a standard deviation of 0.41789; Providing a framework for decision-making in the implementation of CIDP in Laikipia county was agreed by a substantial number with a mean of 4.6745 and with a standard deviation of 0.66451; The extent at which leadership in Laikipia county has enabled the committee to periodically measure CIDP progressive performance was agreed by a large number of respondents with a mean of 4.4150 with a standard deviation of 0.62348. These findings show that most of the respondents agreed on the influence of leadership on the implementation of CIDP in Laikipia County. Strategic leadership involves anticipating and envisioning a viable future for the organization and working with others to create such a future. Rowe (2001) defined strategic leadership as the ability to influence others to voluntarily make day-to-day decisions that enhance the long term viability of the organization, while at the same time maintaining its short-term financial stability. Leadership provided a proficient delegation of roles through good monitoring standard for measuring the implementation process of CIDP. This keeps track on the progress and save on wastage of county resources. However technology was viewed as more critical according to this study. Implementation of efficient technologies in development of the integrated plan is essential in meeting the target standards of the plan. It was also concluded that both external and internal factors should be taken into account. Less rigid policy framework fills the gap between ideas of the best practice and the actual legal, administrative, policy and economic access providing an efficient implementation process of the integrated plan.

6. CONCLUSION AND RECOMMENDATION

The findings of the study showed that there is great need for county government to take into considerations the influences of determines towards implementation of the County Implementation Development Plan to provide a smooth and efficient process to save on resources. The study recommends that county management should ensure that there is an appropriate focus on good practice in line with these findings and that there is a significant approach in addressing them in place to ensure compliance with all relevant guideline. The county government must address the issue of policy framework, and perhaps train the senior management on policy implementation.

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