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Effect of Integrated Strategic Planning on Performance of Machakos County Government, Kenya

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Abstract:

Resource allocation, environmental scanning and stakeholders' play an important role in the performance of a county government. Lack of good integrated strategic planning leaders to lack of vision, slow budget approvals, lack of clear individual role, lack of alignment with the organization strategic plan, lack of employee involvement, poor staffing level, and ineffective communication during strategy implementation and lack of coordination of activities during strategy implementation in Machakos County. The specific objectives were to establish resource allocation, environmental scanning and stakeholders' participation affect performance of Machakos county governments. This study used descriptive survey design with questionnaire as the instrument for data collection. The target population was 130 staffs from Machakos County Government which consisted of 13 county executive committee members, 13 chief officers, 26 directors, 13 accountants, 13 finance officers, 13 economists, 13 Supply chain officer and 26 office administrators. The findings revealed a positive and significant effect of each of the variables with performance of Machakos county governments. The study recommends that in order to performance among county governments, there is a need for the county government to enhance resource allocation through allocating adequate financial resources, utilizing resources as per set goals, proper utilization of physical resources that are accessible, carrying out audits of all the resources allocated and employing and deploying well-trained human resources, do adequate environmental scanning and advocate for stakeholders' fully participation. Data was collected using structured questionnaire administered through drop and pick. Data collected were sorted, coded, and analyzed. Data were analyzed using both descriptive and inferential statistics with the aid of Statistical Package for Social Sciences. The findings revealed a positive and significant effect of each of the variables with performance of Machakos county governments. The study recommends that in order to performance among county governments, there is a need for the county government to enhance resource allocation through allocating adequate financial resources, utilizing resources as per set goals, proper utilization of physical resources that are accessible, carrying out audits of all the resources allocated and employing and deploying well-trained human resources, do adequate environmental scanning and advocate for stakeholders' fully participation.

Keywords: *Integrated Strategic Planning, Effects of strategic planning, strategic planning on performance, strategic planning and performance of county governments, integrated strategic planning and performance, county integrated strategic planning*

1. Introduction

1.1. Background of the Study

Integrated strategic planning is one of the most important approaches that improves the performance of organizations. Many studies indicate a positive relationship between strategic planning at all its stages and the organizational performance (Arasa & K'Obonyo, 2012). Integrated strategic planning is carried out in several stages, starting with analyzing internal and external environment, including strengths, weaknesses, opportunities and threats analysis, followed by strategy formulation, then implementation of strategy and finally evaluation of strategy (Nzewi & Ojiagu, 2015). Integrated strategic planning results in a viable match between the firm and its external environment, strategy concerns an analysis of the firm's environment, leading to what the firm, given its open system environment, should achieve. Environmental scanning and analysis allow the firm to be connected to its environment and guarantees the alignment between the firm and its environment. Environmental analysis reveals the market dynamics, business opportunities and challenges, customer expectations, technological advancements and the firm's internal capacities and this provides the basis for strategy selection.

Integrated strategic planning has to provide both long-term purpose, direction and tactical operating plans that ensure collection, capacity and bracing of information and data appropriate for the arranging procedure (Canada National Statistical Office Journal, 2017). Strategic planning helps in recognizing what we are, the place we are and where we need to go with the goal that natural dangers and openings can be misused, given the qualities and shortcomings of the organization. Incorporated strategic planning includes uniting different plans and staging the anticipated exercises and

their exhibition to accomplish set advancement objectives in the County. As indicated by Zeerla (2012) strategic planning permits an establishment to enhance in proficiency, have high caliber and convenient data and need setting. According to the American Organization for Strategic Planning, (2017) Strategic planning is a procedure of characterizing course and settling on choices on distributing assets to seek after a technique. Davig *et al.* (2014) distinguished the four points of view model as "monetary, client, business procedure, learning and development" Integrated Strategic planning gives the strategic components of the procedure, and the variables related with creation of pertinent, high-caliber and convenient data, sound arranging and need setting that are fundamental to permit the organization to accomplish greatest effectiveness, oversee operational dangers, and adjust projects to the advancing information needs of the County. This is according to the manner by which the County government, in various settings, viably controls development through strategic planning areas, for example, farming, land, housing, health, roads and water. In Canada, the integrated strategic planning is built up based on yearly authority reports to Parliament called Report on Plans and Priorities and the Corporate Business Plan. These official reports give data about Canada's strategic directions and bearings. All together for the Country to sort out its activities in a proficient and reliable manner, it has built up an Integrated Strategic Planning Process (Monia-Lahaie, 2016). As per Craythorne (2006), each region in South Africa must have an exhaustive Integrated Development Plan (IDP), which must reflect different interrelated perspectives. It is when arranging these perspectives that strategic idea at the division level of a County government can be better comprehended.

The Kenya vision 2030 is the long-term plan for the nation and envisions to change the nation into industrialization and to grow the economy. The Kenya vision 2030 focuses on the nation's strategic spotlight on changes and expresses the primary objectives in monetary, social and political advancement across need divisions. The strategic arrangement is to be actualized in progressive multi-year medium term plans to meet millennium improvement objectives which incorporate monetary recuperation technique for wealth and work creation. The Kenya Vision 2030 has prompted accomplishments in improved framework that has society are progressively requesting for helpful and dependable data, projects and administrations from the followed development of present-day standards roadways, extension of advanced education centers and public participation in planning processes (CGM, 2019). The foundation of County governments has moved the weight of integrated strategic planning from the national level to County governments. As autonomous establishments in the new dispensation, County governments need to persevere through the weight of planning forward on their advancement plan which simultaneously should center to coordinate the National and County interests. Strategic planning includes drawing strategic plans which build up how the County government will accomplish its target in resource distribution, program needs, citizen participation, planning and performance for stakeholder satisfaction as cherished in County Governments Act, 2012 (CGM, 2019).

As of now the County government of Machakos requires an Integrated Strategic Plan to expand its perspectives in monetary development and to accomplish the destinations of devolution. Integrated strategic planning characterizes how the County expectations to work so as to satisfy its crucial order, today, and into the future. It audits the environmental and resource needs, basic for the strategic decisions and distinguishes the dangers related with the decisions (CGM, 2019). Machakos County draws a County integrated development plan (CIDP) at regular intervals of 5 years to layout the County advancement pathway and objectives expected to improve the satisfaction of the community. The CIDP informs the Annual Development Plan (ADP) by completely giving guidance and yearly projects to advise the County Fiscal Strategy Study (CFSP) that illuminates the Budget making process. The County integrated strategic planning need to involve the general public and stakeholders' participation (CGM, 2019).

There is need for an integrated strategic plan to furnish the County government with a clearer feeling of sharper focus, vision around what is deliberately significant, improve performance, fight corruption and improve performance of a quickly evolving condition. It would likewise deliver and give answers to the inquiries of where the County is, the place it ought to be, and the proper and the viable hierarchical reactions to internal and external environmental changes where it is connected to resource allocation and performance (Hill, Martin, & Harris, 2010).

The public, investors, organizations and the common county government. The County government assumes the basic responsibility in the arrangement of these data, projects and administrations. A county strategic planning is a huge advantage for chief officers to address departments' difficulties in various circles and areas (CGM, 2019).

All things considered, the County needs to investigate techniques to improve efficiencies in different segments by fashioning strategic and practical designs to upgrade organizations with different foundations and private-segment specialist. The CIDP is required to convey projects and administrations with the ability to meet the desires for the plans being developed and add to financial development (CGM, 2019).

1.1.1. Integrated Strategic Planning

Integrated strategic planning allows an organization to anticipate future actions within specific time horizon, normally medium to long term. It sets forth an organization to focus on long term strategic priorities in light of changing short term priorities. Many County governments are reported as having adopted some form of strategic planning. According to Moser (2003), integrated strategic planning should reflect Gender planning as another convention whose objective is to guarantee that women, through engaging themselves, accomplish equity and value with men in creating social orders. The women in development (WID) approach, in spite of its change in focus from one of value to one of effectiveness, depends on the hidden justification that advancement procedures would continue much better if women were completely consolidated into them.

It centers on women in confinement, advancing estimates, for example, access to acknowledge and work as the methods by which women can be better coordinated to improve performance. Integrated strategic planning ought to be

managed through an open frameworks approach which includes cooperation's with the external condition to trade input in regard to planning. Open frameworks approach makes it important to consider the environmental variable, for example, innovative, social, legal, political, and economic. The open systems approach allows flexibility and shape shifting nature which gives the organization to study the market and understand the future trends (Malone, 2009).

Integrated Strategic Planning ought to include the public who influence the environment over which they have ability. Strategic planning includes all levels of the executives, partners and interested groups through informed commitments, recommendations and being counseled, prompting acceptable planning responsibility, faithfulness, and effectiveness. Citizen participation in the county government has increased a lot of insightful consideration so as to build up a compelling arrangement of conveying great administration and improved open assistance (Irvin & Stansbury, 2004).

Researchers recommend that public participation gives a guarantee in making the county administration progressively responsive and responsible (UN, 2008; Yang & Holzer, 2006), increasingly objective, proficient, and fair (UN, 2008). Executive mostly put their consideration on short term plans, a great planning process includes joining of long term and short-term plans. A short-term planning contributes towards the accomplishment of the long-term plan. Strategic planning permits an organization to settle on major choices or decisions by taking a long-range and short-range perspective on what it would like to achieve and how it will do so (Kargaret.al, 2011).

Integrated strategic planning is based on an exhaustive examination of the organizations current structure, administration, staff, program or administration blend, joint efforts, and resources. This analysis is fundamental since it permits an organization to see which of these perspectives must change so as to accomplish its objectives. McShane and Von Glinow (2005) describe communication as the process by which data is transmitted and comprehended between at least two individuals. Kibe (2014) states that communication is a fundamental piece of the organizational process, as the flow of communication up and down has its impacts on productivity, decision making and morale of the organization. Many planning efforts fail as a result of inability to underscore on the job of imparting different planning components, for example, objectives, techniques, approaches, and planning premises.

These are to be imparted unmistakably, sufficiently, and timely. Organization planning is effective in coordinated strategic planning and that performance inside an organization can be accomplished through communication style that take into account a collective leadership behavior to exist as well as effective planning. Communication is a process of passing on data starting with one individual to the next.

1.1.2. County Government Performance

In the opinion of Kithome (2015), performance of county government frameworks is significantly influenced by public participation as is the requirement by the constitution. In Article 1, it states that the people have sovereign powers. In Article 10, 2a and schedule Four Part 2 Section 14 of Constitution of Kenya (2010), there is a clear stipulation of the county government functions. In County Governments Act, 2012 Section 87 through to 92 and 115, the public participation principles are vividly outlined, and an imperative for facilitation of public participation in County government works. Government Performance based on public participation would be a vital structure and mechanism for making consultations with groups, entities, and persons before making any decisions. It would be designed to offer voices to voiceless and aid in cementing concepts of County Government agencies. Through these mechanisms, the County governments would become agents of the citizens. The government performance implementation structures void of public participatory frameworks should never be meant to act as the conveyance of decisions once made, but rather should be the core of generating and confirming of decisions. Also, it should not become like a political process but should instead become a non-partisan procedure that would involve the agents taking instructions and directions from the citizens (Brownhill, Moturi and Hickey, 2016).

Effective citizen participation has impacted on various government performances in many countries globally. It is claimed that there is existence of relationship between citizen participation and performance of county governments in regards to (Oduor, 2015, Opiyo et.al, 2017, Bratton, 2012). For instance, in the opinion of Oduor, (2015), Macjakos County has established various core public participation mechanisms. First, is the participation opportunity in decision making in regards to county prioritization and identification of budget allocation and development projects by the public and interest groups. Secondly, the county has established Project Management Committees to enhance public participation. The third public participation component involves giving opportunities first to the locals to provide the required services and goods (Oduor, (2015). While Strategic planning is toward wanted objectives and needs; performance estimation glances back at accomplishments and deviations from plans. Performance would enable the County to characterize and accomplish their strategic goals, adjust practices and mentalities and, eventually, positively affect delivery of services.

The County Integrated development planning process coordinates the county budget review and outlook study (CBROP) which deliberately centers on observing and assessment of money related and non-budgetary performance. Organizational performance is the means by which well or seriously an organization is performing both monetarily and non-monetarily (Charger & Parnell, 2011; Ramanujam & Venkatraman, 2007). Kaplan and Norton (2008) contend that Balanced Scorecards Strategy thinks about monetary signs as one of the basic proportions of an organization's performance. Steiner (2009) contents that formal Strategic Planning joins short, middle and long-term plans. There is need to resolve resource allocation priorities, develop resource acquisition strategy (Stone & Brush, 1996), and the need to tie performance to resource allocation (Long & Franklin, 2004) especially in response to the development plans, programs and state legislations requiring strategic plans tied to budgets and organizational performance (Melkers & Willoughby, 1998; Poister & Streib, 2005). Organizational performance relies upon the estimation of routine connected to both detailing and usage of system. Performance estimation in the County is to help dynamic procedures and

decidedly sway on authoritative performance, targets and pointers that must be connected to technique and considered in strategic planning. Davig, Elbert and Brown (2014) represented the theory of Balanced Scorecard and defined the model as a strategic approach that an organization can use to measure the performance of its management system and to translate its strategic vision into implementation. Integrated strategic planning takes into account prudent use of resources and timely delivery of services.

The County engages in public participation where the citizen contribute to performance and service delivery by the County. The output of integrated strategic planning process is various strategic development plans that are meant to initiate development in the County. Performance measurement is essential to an organization in terms of service delivery and budget absorption, and to ensure that, through effective planning, programs and support activities are best positioned to achieve long-term goals and objectives.

The requirement for County Integrated Planning is to guarantee that the County stays pertinent and receptive to the necessities of its locale. Planning gives a basis to checking progress, and for surveying results and effect. It encourages new program improvement and empowers the County to investigate the future in a methodical and deliberate manner.

Integrated strategic planning prepares towards the objectives; organizational performance estimation glances back at accomplishments. Integrated strategic planning and organizational performance estimation structure a circle, a constant procedure of overseeing the targeted outcomes. Organizational performance measurement provides the public sector with comparable information. Integrated strategic plan defines the performance to be measured, while performance measurement provides the feedback that keeps the strategic plan on the goals. The County gets yearly the County budget review and outlook study (CBROP) which is a lawful prerequisite under the County Governments' Act 2012. The CBROP mirrors the status of performance of the County by giving a record of results accomplished against arranged performance and desires set out in the County integrated development plan (CIDP) and is submitted to the County Assembly for monitoring and evaluation.

The connection reinforces the two procedures: integrated planning and organizational performance management to help results-based administration as in CBROP reports which show the yearly accomplishments of the County government. Myeza (2009) holds that the Strategic Development Plan (SDP) fills in as the principal plan of a municipality, and that it supersedes all other development activities at the nearby sphere of government. A fascinating perception now is that CIDPs are broadly endorsed strategic plans for County governments, with public interest contributions (CoK, 2010).

Integrated strategic planning is a significant approach in administration and to the executives. The County government of Machakos needs to take part in strategic planning to guarantee that partners, specifically staff, are progressing in the direction of shared objectives, concede to proposed results, evaluate and modify the County course in light of the evolving condition, set needs, reinforce operations and focus on value for money. Performance measurement relies on specified end outcomes and not just activities, but the results of those activities. The integrated strategic planning objectives and goals need to concentrate on desired outcomes. Strategic planning is to facilitate effective organizational performance. This examines the relationship between strategic planning and firm performance. Byrson (1989) contends that strategic planning will help with giving guidance to an organization to know where it is heading and where to put their significant activities. It helps in characterizing the business of the organization is seeking, the means and the methods it will use to achieve those goals. The process of strategic planning shapes an organization's methodology decision using deliberate, consistent and sane methodology. It uncovers and explains future opportunities and threats and, gives an opportunity to decision making. Integrated strategic planning will focus towards desired goals.

An integrated strategic plan would characterize the presentation to be estimated, while performance estimation gives feedback against the planned target (Dusenbury, 2000). Thompson, Strickland & Gamble (2007) propose that the essence of good methodology making is to build a sufficient market position and an organization able to create effective results regardless of unforeseeable occasions, and internal challenges. Past research proposes that performance ought to think about both development and budgetary performance (Wiklund, 2009). This finding is additionally supported given the uncertain outcomes from studies that look at the connection between strategic planning and firm budgetary performance (Damanpour, 1991; De Clercq, Menguc, & Auh, 2004; Terziovski, 2010).

Integrated strategic planning can prompt innovativeness which bring about various authoritative results like new products or services, manufacturing or services delivery process; its total effect on firm performance can fluctuate and realize new income streams, expanded edges and lower costs (Terziovski, 2010). As indicated by (Neely, 2009) performance is used to coordinate the allocation of resources, survey and impart progress towards strategic arrangement and destinations and assess administrative performance.

1.1.3. County Government of Machakos

Machakos County is one of the 47 Counties in the Republic of Kenya. It comprises 8 sub-counties and 40 electoral wards. The county is known to sit the first city of Kenya and where the first country's administrative headquarters. Its capital is in Machakos town and its bounders Makuani, Kitui, Kirinyaga, Muranga, Kiambu, Kajiado, Nairobi and Embu counties. The County Government of Machakos needs to engage in strategic planning as it seeks a changing environment; set priorities; allocate resources, reinforce activities and spotlight on advancement.

Section 108 of the County Government Act, No. 17 of 2012, states that there will be a five-year County Integrated Development Plan for every County which will have clear objectives and destinations, a usage plan with clear results; arrangements for monitoring and evaluation; and clear reporting mechanism (CGM, 2019). Integrated strategic planning would distinguish the institutional structure, which will incorporate an organization diagram, required for the usage of the

coordinated advancement plan; address the County's inner changing needs as informed by the programs and projects set out in the plan and any venture activities in the County.

Integrated strategic planning will consider advancement activities in the County, including framework, physical, social, financial and environmental (CGM, 2019). It will put emphasis on totally known ventures, plans and projects to be executed and the strategic performance markers set out by the County. Integrated strategic planning will bolster the official and staff in setting the County long-term headings and arrangements and in settling on choices on close term needs and asset portions. Planning deliberately will help the County government to concentrate to convey on their center capacities, and to give need administrations and top-notch data at the most minimal possible cost (CGM, 2019).

The promulgation of the new constitution in Kenya in 2010 brought about a new system of government. A total of 47 counties were created as per the constitution. Each county was to receive funding from the National government and at the same time generate funds to sustain themselves and make their county the best in the country by improving the standards of living and eradicating the issues affecting the County. Tana River County Government launched its first County Integrated development Plan (CIDP) 2013-2017. Through the implementation of the CIDP, Tana River County Government hopes to transform the County into a vibrant, modern, regional commercial hub with a high standard of living for its residents. The County Government Act 2012 specifies key plans that each County is expected to generate and these are; County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans. These plans are interrelated as they deal with different aspects of development and it is that Annual budgets are to be based on these approved plans. The county government consists of a county assembly and a county executive. Every county government is required to decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so. The County assembly constitutes the legislative organ of government while the County executive is representative of the Executive arm of government within the County government.

1.2. Problem Statement

Integrated strategic planning finds its origins from the concept of strategic planning (Aosa, 2011). Strategic planning theory and practice has developed since the end of Second World War. It particularly gained traction in the early 1960s with the ground breaking works of Alfred Chandler. World over, strategic planning gained prominence among large corporations until 1973 challenges caused by the Global oil crisis. This followed a global wave of disenchantment with strategic planning until mid-1980s when Michael Porter and Henry Mintzberg sought to reassure the relevance of strategic planning practice. Currently, strategic planning is a global phenomenon, transcending both public and private sectors.

In Africa, strategic planning was first embraced majorly in South Africa (Woodburn, 1981), followed by Nigeria (Adebite & Fubara, 1983). In Kenya, strategic planning began in the 1990s, necessitated by the public sector restructuring witnessed in late 1990s. However, the practice of public sector strategic planning in Kenya gained major prominence in the year 2009, with formulation of the Vision 2030 development blue print. As a matter of fact, the concept of public sector strategic planning in Kenya is now entrenched in the Constitution with the requirement that the County Governments, for instance, develop County Integrated Strategic Plans.

Devolution is a developing concept and practice in Kenya. Counties have to bear with vibrant changes especially with the ever-changing information communication technology (ICT) affecting the working environment. There is poor understanding of the integrated strategic plans by the workforce. Implementation of strategy is perceived to be most important to the success of the institution which in the county, must be within Chapter 4 of the constitution. Right now, sensational change, developing innovation, worldwide collusions, and an assortment of environmental weights, the potential for disappointment is genuine (CGM, 2019).

Finkelstein (2013) attracts four conditions which strategic planning disappointment is destined to happen, this incorporates propelling of new pursuits, advancing development and change, overseeing mergers and acquisitions, and reacting to new environmental pressures. Determining strategic direction is a strategic leadership action that plays a big role in effective strategic planning. Most county departments experience challenges in resource constraints, institutional and capacity challenges including poor leadership and governance in implementing strategies. Development goals may fail to be achieved or implemented due to challenge in allocation of resources as planning for non-priority projects are revisited again and again with little impact in development (Nicola, 2014).

Environmental scanning is necessary to identify strength, weakness, opportunities and threats that may affect development of the county. Corruption has eaten deep and is a major issue in various sectors of the County government leading to the need for environmental scanning to evaluate threats and opportunities. Both government officials and contractors of the development projects and programs are exposed to huge sums of money which if not well planned and accounted for may be embezzled for individual gains (Finkelstein, 2013).

The county needs to retain public credibility by being accountable to public and funding partners. Nicola (2014) advocated that organizations need to use strategic planning due to their exclusive reliance on public and donor funds. Public participation gives opportunity to the members of the public to give their input to be associated with dynamic procedure. This would give the open adjusted and target data to help with understanding the issue options, openings and arrangements. Poor communication to recipients may prompt impractical planning process. The inability to convey strategic designs to the open lead to inability to conform to critical changes, responsibility and duty in the County Budget.

There is need for public participation in County integrated development planning. The process of integrated strategic planning requires involvement of the public and stakeholder's participation to whom services are to be delivered. A strategic plan that is developed without in-depth involvement of strategic stakeholders would lack ownership in the

strategy and implementation process. According to McNamara (2008), a frequent complaint about strategic planning is that it produces a document that ends up collecting dust on a shelf, the institution ignores or fails to have good information in the document hence fails to achieve set targets.

The conflict between National and County projects and programs; Machakos County government is in danger of executing tasks and projects meant for national government there by deserting its expectations for national projects. The County need to align County and national activities inside its condition to accommodate its nonstop endurance and delivery of service. There is an extraordinary test in performance and usage of the County advancement exercises because of constrained rare resources, environmental scanning, poor funding of the spending limit, inability to anticipate needs and follow the plans. In this day and age guidelines move, high expectations, macroeconomic factors vary and changes develop, all these ought to be embraced in planning.

According to Johnson & Scholes (2004) strategic planning is dependent upon amendment considering progressing collaborations between the organization and its moving condition. Along these lines, to execute the CIDP as conditions change, the County offices must catch new data communication technology (ICT), make mid-course revisions and get the planning right in light of the fact that being too early can frequently be similarly as exorbitant as being too late.

1.2.1. Statement of the Problem

The integrated strategic planning is an important factor for the performance of county governments in this complex environment. Integrated strategic planning results in a viable match between the firm and its external environment, strategy concerns an analysis of the firm's environment, leading to what the firm, given its open system environment, should achieve. Environmental scanning and analysis allow the firm to be connected to its environment and guarantees the alignment between the firm and its environment. Environmental analysis reveals the market dynamics, business opportunities and challenges, customer expectations, technological advancements and the firm's internal capacities and this provides the basis for strategy selection. Integrated strategic planning can help identify important issues in a community and how resources should be used. The planning process can also help educate citizen participants about the functions and goals of the county government, it can also assist county government in bringing together various stakeholders such as; citizens, business owners, and staff of all levels through consensus building. Finally, integrated strategic planning can improve organizational performance and the ability of the government to reach stated objectives because county staff and citizens are working toward the same mission.

Since the roll-out of county governments after the 2013 general elections, a section of Kenyan citizens has expressed dissatisfaction with the performance of the county governments. According to Mule, (2015), over half of the sampled citizens or 53% stated that they were dissatisfied with the county governments, 28% were neither satisfied nor dissatisfied and only 18% stated that they were satisfied. The respondents gave their main reason for dissatisfaction as follows, 54% of the respondents cited lack of development, while 19% stated that there were unfulfilled campaign promises, and 13% stated the reason for discontentment as nepotism/ethnicity/corruption. This clearly indicates that county governments have not achieved their objectives despite having strategies in place and five-year strategic plans (Khaunya, Wawire, & Chepng'eno, 2015).

Don (2014) suggested that lack of good integrated strategic planning is one of the major causes of poor performance among county governments in Kenya. Lack of good integrated strategic planning leads to lack of vision, slow budget approvals, lack of clear individual role, lack of alignment with the organization strategic plan, lack of employee involvement, poor staffing level, and ineffective communication during strategy implementation and lack of coordination of activities during strategy implementation in Machakos County. This has made Machakos county government lag behind on service delivery. Integrated strategic planning is a very important activity in organizations. Research however shows that integrated strategic planning can be used as a tool to improve organizational performance. Organizations that undertake good strategic planning have better performance as compared to organizations with poor or no strategic planning practices. All these studies focused on different contexts other than the county governments thus giving a contextual knowledge gap which this study sought to fill. This study sought to determine the influence of integrated strategic planning on performance of the County Government of Machakos.

1.3. Research Objectives

The general objective of the study was to examine the effect of integrated strategic planning on performance of the County Government of Machakos.

The specific objectives of the study were:

- To find out the effect of resource allocation on performance of the county government of Machakos.
- To determine the effect of environmental scanning on performance of the county government of Machakos.
- To establish the effect of stakeholders' participation on performance of the county government of Machakos.

1.4. Research Questions

The study was guided by the following research questions:

- What is the influence of resources allocation on performance of the county government of Machakos?
- What is the effect of environmental scanning on performance of the county government of Machakos?
- What is the effect of stakeholders' participation on performance of the county government of Machakos?

1.5. Significance of the Study

To the County Government of Machakos, the findings and recommendations of the researcher would provide an understanding to the County departments to take appropriate steps to draw effective and efficient implementation of integrated strategic development plan to realize the strategic vision and mission of the County. The findings would also support County government departments in policy formulation and allocation of resources under the County Integrated Strategic Development Plan.

The findings and recommendations of the study would address the issue of effective integrated strategic planning in the county and the subsequent achievement of the devolved governments as envisioned in the constitution. The study would also help give direction on resource allocation formula and the need for public participation. The study would further look into environmental scanning in order to put emphasis on the future of the county government for effective and efficient performance in service delivery.

To the overall public sector management, the research would also provide insight in resource allocation and ways to evaluate and improve the processes in the public sector organizations. As an operational tool, it would help facilitate communication and public participation, accommodate divergent interests and values, foster wise and reasonable analytical decision making, support mapping of resources allocation and promote successful implementation (Bryson, 1995).

To the policy makers, integrated strategic planning would help to effectively match public organizations' strategies with rapidly changing environmental needs (Nutt & Backoff, 2005). The findings of the study would enable the County government of Machakos to set policies and laws to guide public participations. Public participation provides the opportunity for communication between the County government decision makers and the public.

It is an early cautioning method for public concerns, a means through which accurate and timely information can be disseminated, and can contribute to sustainable decision-making (International Organization for Public participations, 2006). Public participation is a two-way process; where both the agency and the public can learn and gain (IAP, 2006). The study would also support academicians in research studies on strategic development planning. The research would also be of importance to investors in exploring the resources, competition, and profitability while transacting in the County of Machakos.

The study would be a pillar to the economy of the County of Machakos which struggles with poor planned development to adopt a well-planned long-term strategic plan, which can be systematically executed, sustained and measured. It would also provide a clear focus to the officers in program implementation and activity management. According to Gary Hack *et al.* (2009), planning and development issues today are complex and frequently overlap with other policies.

1.6. Scope of the Study

The study basically sought to determine the effect of integrated strategic planning on performance of the County Government of Machakos. The study was limited to the effect of resource allocation, environmental scanning and stakeholders' participation on performance. The study was carried out in the month of May 2020 targeting employees of County Government of Machakos. The study used descriptive research design.

1.7. Limitations of the Study

Despite the effort to make the study accurate and its findings valuable, it had certain limitations which include: the study covered the County departments led by Chief Officers; the respondents may have feared to respond to some questions to safeguard their strategic planning process from exposure. To mitigate this challenge, the study designed the questionnaire so as to avoid direct specific questions but ensure that all required information needed were acquired.

Since the study considered public participation as a crucial element in strategic planning and this may have a few respondents with knowhow in integrated strategic planning. To overcome this challenge, the researcher designed the questionnaire in a simple clear manner to retrieve the data from the respondents.

2. Literature Review

2.1. Introduction

The Chapter offers a review of the existing literature that relates to integrated strategic planning and performance with the aim of establishing and filling some scholarly gaps. The chapter also reviews some of the relevant theories that may offer insights for the better understanding of this study. The review would help to put this study within the context of the existing body of literature, hence making its contribution to knowledge evident. The Chapter covers strategic planning review, theories, empirical review and conceptual framework on the effects of integrated strategic planning on performance of departments in the County government of Machakos. The study is in particular concerned with the County's considerable reference on strategic planning and performance.

2.2. Theoretical Literature Review

This section provides an overview of literature review on strategic theories relevant to integrated strategic planning. The theories help to guide the study as they explain the basic principles and provide a model to test the concept as well as providing the general framework for the study. The theories whose postulations have been reviewed include: Theory of Change; Theory of Planned Behavior; and Theory of Achievement Motivation.

2.2.1. Resource Based Theory

Resource based theory is based on the assumption that the major success factor of an organization is its resources and the skills of its employees. These resources enable the organization to seize opportunities in its environment and also evade risks and in the process evade risks hence gaining competitive advantage. According to the theory an organization is perceived as a collection of resources which can be tangible such as physical assets or intangible. According to Madhani (2010) resources of an organization are valuable, rare, imperfectly substitutable and imperfectly imitable. These resources serve as a source of competitive advantage. The organization's resources are its assets and strengths such as knowledge and skills or even organizational processes that enable the organization to perform its activities efficiently (Robinson, 2008).

Resources are seen as the ultimate source of competitive advantage. According to RBV, a resource that affords competitive advantage must meet 'VRIN' criteria. Value (V), the resource should provide strategic value to the organization; Rare (R), it should be rare and not readily available; imperfectly imitable (I), copying is not feasible and Non substitutable (N), cannot be substituted easily (Madhani, 2010). This theory is relevant for the study because resources held by the county government must be cultivated so as to provide competitive advantage. The culture of the county government constitutes the way things are done within the organization. A culture that supports the strategy implementation is a source of competitive advantage that helps the county government to effectively delivery services to its citizens.

Motilewa, Mayowa and Adeniji (2015) assert that the success of the organization is dependent on its culture. This entails the core values of the organization and the way things are done within the organization. The unique nature of conducting operations gives the organization a competitive advantage that competitors will find it difficult to imitate. The organizational structure determines the flow of information, the allocation of roles and responsibility and controls the allocation of resources (Siapei, 2015). The organizational structure of the county government and the unique skill and capabilities held by them individuals in various positions in the organization are a source of competitive advantage. The county government should perceive its culture and organizational structure as intangible resources that should be natured so as to ensure that the organization provides services effectively to its citizens. In this study the theory is helpful as it helps the management beware of their environment both macro and micro, and come up with effective strategic planning procedures to positively shape the performance of the organization. Through the analysis of the critics of the theory, the study is able to recommend the best theories or combine a couple of relevant theories that can help in the solving of the research problem.

2.2.2. Stakeholder Theory

Stakeholder theory was applied to tie with the third objective, which is stakeholder participation. Edward Freeman put the stakeholder theory forward in 1983. The theory is biased towards corporate management and business ethics that address moral issues in the management of firms (Hillman and Daniel, 2012). The stakeholder theory identifies and creates groups referred to as the stakeholders of an organization describing and recommending ways in which administrators can recognize and be guided by the interests of concerned groups.

This study will also be guided by stakeholder theory as advocated by Freeman and Phillips (2002). The basic idea of stakeholder theory is that organizations have relationships with many constituent groups and that it can engender and maintain the support of these groups by considering and balancing their relevant interests (Aaltonen & Kujala, 2010). Aaltonen and Kujala (2010) further noted four premises of the stakeholder theory that; corporations have relationships with many constituent groups (stakeholders) that affect or are affected by its decisions, the theory is also concerned with the nature of these relationships in terms of both processes and outcomes for the firm and its stakeholders, that the interests of all (legitimate) stakeholders have intrinsic value and not one set of interests is assumed to dominate others, and finally the theory focuses on managerial decision making. Based on the argument of instrument of power of this theory, a company using stakeholder approach will have increased organizational performance in terms of economics and other criteria (Shen, Guo & Xin, 2012). Aaltonen and Kujala (2010) noted that while having its origins in strategic management, stakeholder theory has been applied to a number of fields, presented and used in a number of ways that are quite distinct and involves very different methodologies, concepts, types of evidence and criteria of evaluation. Shen et al (2012) after examining stakeholder theory concluded that the support of key stakeholders was essential for project success and consequently the success of programs. In relation to the study the managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stockholder's agent to ensure the survival of the firm to safeguard the long-term stakes of each group.

It caters for the internal and external stakeholders of the organization. Internal includes the employees, managers and owners of the organization, whereas the external stakeholders include society at large, government, creditors, stakeholders, suppliers and customers, trade associations and competitors. The theory clearly defines the specific stakeholders examining the conditions under which managers treat the parties in today's dynamic organizational environment (Gregory, 2012). The major critique of this theory is the application of concepts borrowed from the political circumstances with regard to social contract and applying it to business ventures. Stakeholder theory is deemed to undermine the principles that establish and maintain market economy. It has succeeded in becoming famous beyond the business ethics fields (Jensen, 2013). The stakeholder theory currently is being pursued and uses strategic management to ensure that the strategies of the organization are achieved as per the planned strategies objectives (Klapper and Love, 2014). Stakeholder theory has succeeded in challenging the usual analysis frameworks such as management and human

resource by ensuring that stakeholders' needs are at the heart of any move. The application of theory into public sector improves organizations performance on bureaucratic activities eliminating and replacing modern systems such as the ISO standard Quality Management systems, well monitored, documented and controlled audits for the continuous improvement in quality of services rendered achieving customer's satisfaction and performance in the organization (Ingley and Walt, 2012).

2.2.3. Systems Theory

Systems theory was founded in the 1940's by the pioneer, biologist Ludwig von Bertalanffy and highly developed by Ross Ashby (1956). Bertalanffy during his life, emphasized that factual systems are open to, and interact with, their surroundings and that they can get hold of quantitatively new properties through emergence, resulting in continual development. The theory distinguishes the interdependence of human resources, impact of environment on organizational arrangement and function and the effect of outside stakeholders on the organization. In addition, the theory focuses on the surroundings and how it impacts the organization performance. Bronfenbrenner (2009) defines the System Theory as a collection of interrelated parts working together towards a purpose.

The author views organizations as systems that achieve great things by integrating the contributions of individuals to achieve the common purpose. The manager's job is to ensure that all parts of the organization are coordinated internally so that the organization can achieve its goals. It depends on the manager to choose the management approach that suits him/her in order to have an effective and efficient organization that performs according to acceptable standards.

The organization is considered as a system having integrated parts that must be coordinated for efficiency and effectiveness. System simply refers to a set of different independent parts working together in interrelated manner to accomplish a whole. It is with this essence that synergism appears. For instance, an organization is formed by different departments, sections, and units composed of individuals and groups which are independent, but working together to achieve a common goal with the aim of turning organizational vision into reality. Therefore, the organizations should adapt systems approach to enhance corporate growth and profitability. In order for the county to survive, the top management officials need to implement strategies effectively to enable them to compete effectively in the dynamic environment.

2.3. Empirical Literature Review

Rudd *et al.* (2007) argued that strategic planning empowers organizations to envision financial changes and to give the adaptability in apportioning scarce resources. Strategic planning gives flexibility so an organization can create elective choices when required, and can choose from those choices the best to gain by opportunities or threats in a particular environment. In this section, prior empirical studies have been reviewed, based on their focus, major findings, and the knowledge gap.

2.3.1. Resource Allocation and Organizational Performance

Resource allocation is a challenging issue faced by policy decision makers and requiring consideration of many factors for priority setting. As indicated by Polat (2009) European nations have presented various kinds of plans for effective allocation of resources. This range from structure plans, strategic designs to short term plans. These plans are altered and consolidated to make one strategic plan. These includes comprehensive plan which is the embraced official articulation of a county government for future development and protection and include local plans, improvement plans, structure plans all-inclusive strategies work at the municipality or ward and regional plans which are both exact and point by point on resource allocation within the departments. However, there are contextual gaps in this study since the focus was on Europe, a more advanced economy. The findings of a study by Veskaisri *et al.* (2007) led in Thailand demonstrated that the degree of strategic planning is decidedly related with the development. This conclusion is noteworthy for County governments since it shows them the convenience and advantages of resource allocation in strategic planning. This reveals that certain demographic factors, such as gender, income level, housing, age and education level, are significantly and positively related to the decision in strategic development planning. The study also has contextual gap since Thailand is a different social-political setting from Kenya.

Lemarlani, Ochieng, Gakobo and Mwaura (2017) examined the effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County. A descriptive research design was used for the study. The study targeted a population of fifty-six police officers all working in thirteen police divisions and forty-three police stations within Nairobi County. Primary data was collected by use of questionnaire. Strongest and positive correlations were obtained between organizational culture and Strategy implementation followed by financial resource and strategy implementation. Technological resource and human resources also registered strong and positive correlations at and respectively.

2.3.2. Stakeholder Participation and Organizational Performance

Stakeholder's participation links the three aspects and requires responsible leaders as well as the beneficiaries with a capability and competence of steering the firm to better heights. They have an ability of providing an enabling environment through which the citizens are able exercise their oversight functions and contribute innovative solutions to shared problems (Reenen, 2011). Accordingly, Boyd (2015) posits that the corporate governance structure ought to perceive the privileges of stakeholders set up by law or through common understanding and support dynamic

collaboration amongst companies and stakeholders in making riches, occupations and the manageability of financially stable enterprises.

According to Kapopoulos and Lazaretou (2011) stakeholders' participation is vital in ensuring performance of a public entity. Mechanisms and control of the daily operations are vital and this is done through stakeholder's participation. The enhancement of participation is by ensuring members of the public are provided with a platform to exercise their oversight functions, ensuring innovative solutions are shared in solving development challenges and by ensuring that both individuals and groups of people are given responsibilities to that will enhance the success of identified projects.

According to Page (2015) stakeholders' participation may occur at any stage in the public sector operations as follows; in project design, in project planning, and through the mobilization of resources. In other words, there is chance for stakeholders to participate in public sector operations through planning, need analysis, implementation and monitoring, and evaluation. As a matter of fact, participation ought to involve all people in the public sector in the share of development benefits, the implementation and evaluation of firm performance. According to Marchington and Wilskinson (2015), institutions that used the stakeholder participatory approach in youth involvement had better chances of succeeding as opposed to those that did not. On the other hand, there are challenges of managing stakeholders and the impact of such challenges on the management of a project. The Leeuwis (2014) study shows that stakeholders include the firm executive and the community (public). They are expected to be involved in the implementation of all the approved projects. This is to ensure that the projects are completed using the resources allocated to them and within the given time framework i.e. completion must be within the set deadline. In addition, there are constitutional policies that govern how stakeholders should participate in the monitoring of projects. Khwaja (2014) posits that participation in projects' control seeks to respect the views, voices, preferences and decisions of the less powerful and most affected stakeholders. There are many challenges in setting up and implementing projects hence the need for stakeholder participation.

Fox (2014) notes the risks brought about by the participation of people with different views and conflicting interests. This tends to slow down the decision-making process in the project. The assumption that stakeholder participation helps improve the legitimacy of decision-making has also been questioned. Powerless people may not have the ability to participate fully and thus decisions made in participatory processes may become biased against them. Raffo, O'Connor, Lovatt and Banks (2016) describe how in a Swedish water company, water users blocked in an effort to avoid incurring heavy costs. Stakeholder participation also tends to reduce the accuracy of decisions made by the management. This is because it tends to dilute the impact of science on decisions made by the management. The respective principles define what programmes and projects are and indicate the importance of a quality programme and project team in overcoming technical problems. They also emphasize the importance of vertical communication between the programme and project managers on clear objectives and constraints. This stresses the need to involve key stakeholders in the decision-making process. It also shows the essence of funding and staffing the project.

Marriott and Marriott (2015) did a study on stakeholder involvement in the integrated water resource management in community water projects at the firm level. The study analyzed the involvement of youth in water resource management. It compared the results of the different methodologies used. The study established that institutions that used the stakeholder participatory approach in youth involvement had better chances of succeeding as opposed to those that did not. Kyereboah and Biekpe (2017) on the other hand examined the challenges of managing stakeholders and the impact of such challenges on the management of a project. The study found that the interests and roles of the key stakeholders were very critical to the operations. However, stakeholder management was found to be characterized by casual and ad-hoc actions and was predominantly not institutionalized. The following challenges were identified as those affecting the working of organizations; conflicting interests, poor commitment, unhealthy competition, limited interest, anti-stakeholder attitude by the management, entrenched positions, beliefs and practices, and lack of understanding and appreciation. Her, Ku and Jing (2012) carried out a study on stakeholder Involvement and sustainability as related to the performance of firm projects. The study focused on stakeholder involvement with the aim of improving firm project performance by achieving sustainability. The ideal of man in corporate governance is established on the fact that the management decides on the wellbeing of the public, ensuring that collectivist choices are put above own choices. Doing the right thing for the public encourages these types of people, as they believe that they will benefit at the end when the public needs are satisfied.

Harry (2017) investigates the influence of stakeholders on the performance of firm projects. The results of the research show that project managers consider most of the stakeholder analysis and involvement methods as effective. The method chosen in each case depends on the stakeholders and project characteristics. Fernandes (2015) observes that stakeholders are either individuals or organizations involved in a project or those whose interest may be affected by the project. They therefore tend to exert influence over the project. Stakeholders are therefore those people or organizations with a stake in the project. The stake could be a right, an interest, or ownership. Rights can either be legal or moral ownership in a circumstance.

Cassia and Magno (2016) studied the relationship between stakeholder involvement in project planning and the effect on project performance. They concluded that stakeholder involvement impacts directly on project goals, resource allocation and planning decisions and hence on the overall performance. Brandsen and Pestoff (2016) argue that stakeholder involvement in planning involves; selecting the planning team, developing the scope statement, identifying deliverables, risk planning, engaging stakeholders in determining how to plan, estimating time and cost for activities, networking the activities in their logical sequence, developing the budget, creating the work breakdown structure, estimating the resource requirements for the activities, developing the schedule, identifying the activities needed to complete those deliverables, and gaining the formal approval to begin work (Gumende and Dipholo, 2014).

The findings show that there was a linkage between stakeholders' involvement and company performance. Of note was the stakeholders' involvement in monitoring and evaluation of the projects established by the companies sampled. Stakeholders' involvement further led to a higher level of governance quality, early detection of fraudulent financial reporting and further transparency was increased as a result of corporate governance. Kosehun (2014) sought to find out the influence of stakeholder participation in government projects in India.

He identified nine projects in Mumbai. Data was collected using questionnaires and interviews. Data was analyzed using correlation. The study found that full participation of stakeholders in both the design and implementation of projects is the key to their success. Stakeholder participation through stakeholder analysis in the design phase gives local people control over how project activities affect their lives, which is essential for sustainability.

2.3.3. Environmental Scanning and Organizational Performance

Environmental scanning helps assist in determining the organizations future strategies (Kamangar, 2013), environmental filtering helps gather data about occasions or connections of the organization with nature to distinguish outside circumstances and threats (Elenkov, 1997). Delmar and Shane (2003) inspected the connection among planning and undertaking advancement based on 211 Swedish new ventures and found that planning decreases the likelihood of big business disintegration and hence drives the organization towards progress and improved performance and increase the likelihood of endurance.

The study was conceptual in approach since no empirical evidence was adduced to support its conclusions. The investigation of Grant (2003) highlighted a procedure of planned development in which strategic planning frameworks gave an instrument to planning practice detailing inside a structure of testing performance targets and clear corporate plans. The investigation shows that these planning frameworks encouraged adjustment and responsiveness, yet demonstrated restricted development and logical improvement. Environmental obstacles are measured by government bureaucracy, information is provided in a different language, inadequate management training, uncertainty regarding government long-term policies, absence of data sources, and the quality of available information (Elenkov, 1997). There are conceptual gaps in this study since no empirical evidence was sought to back the arguments.

El-Mobayed (2006) study directed in Palestine at Gaza Strip, demonstrated a huge positive connection between strategic planning and growth in revenues. The examination likewise indicated a huge positive connection between strategic planning and environmental checking. The results additionally indicated a noteworthy positive connection between strategic planning and extension of projects. As strategic planning guarantees and achieves the fundamental bearings and basis for characterizing where an organization should head and gives the conditions against which any organization may best choose what to do and how to do it. However, Gaza Strip is a Middle East context with unique social-cultural orientation different from that of Kenya. Other than the significance and need of strategic planning; these research on strategic planning shows that dominant part of the study has been led in big organizations and in developed nations. In view of the accessible literature; the studies can be found in County context, though there are different studies on national setting in regards to strategic planning and performance. It is in this manner imperative to take note that the integrated strategic planning by regions coordinates the reasonable utilization of County resources and growth of the county economy through much laid expansion goals. Table 1 below entails summary of empirical studies, knowledge gap, and the strategies used in the current study to fill the gaps.

Author	Literature Review	Gaps	How to Address the Gaps
Austin (2001)	Focused on knowledge about whether a program is effective and explains the method it uses to be effective	considers services delivery and efficiency after completion of a program	The research addressed the issue of services delivery and efficiency to be considered at every level in performance.
Ajzen (1988)	Provides that human behavior is guided and intentional.	Refers to preferred setting with timely information. Applicable for long term planning.	The study integrated short term planning and long-term planning.
McClelland (1961)	considers what makes people do what they do and considers environmental scanning	Does not explain lack of motives and failure to accomplish plans.	The research considered other factors influencing motivation such as leadership role and workers relations.
Polat (2008)	Consider offensive and defensive action to defend strategic position in the industry. Notes five forces of competition: namely, the threat of new entry, the power of suppliers, the power of buyers, the threat of substitute products or services, and rivalry among existing competitors.	Fails to consider timely delivery of information	The researcher considered the need of timely delivery of information in strategic planning
El-Mobayed (2006)	Study directed in Palestine at Gaza Strip, demonstrated a huge positive connection between strategic planning and growth in revenues.	Gaza Strip is a Middle East context with unique social-cultural orientation different from that of Kenya.	Current study focused on County Government of Machakos in Kenya.

Table 1: Summary of Empirical Studies and Knowledge Gap

Source: Author (2020)

From Table 1 above, it is evident that whereas scholars have made attempts to examine the phenomenon, there are still knowledge gaps. The gaps are conceptual, contextual, and methodological. The current study was designed so as to fill the knowledge gaps identified.

2.4. Conceptual Framework

A conceptual framework is a synchronized presentation of hypothetical relationship between a set of variables (Awino, 2008). Figure 1 below is a conceptual framework representing hypothetical relationship among the variables in this study.

Figure 1: Conceptual Framework
Source: Author (2020)

2.5. Research Gaps

The literature review shows that there are different perspectives by researchers by researchers who examined integrated strategic planning and performance of an organization. Polat (2009) on Fuzzy cognitive maps approach (FCMs) supports the decision-making process in strategic planning; he fails to show the relationship between the comprehensive plans, performance measurement and effectiveness.

Planning should as well be continuous for the organization to focus on questioning and adjusting to plans. The research will establish the effectiveness of integrated strategic planning to positive performance of the county government. Veskaisri *et al.* (2007) in his study on strategic planning and SMEs success gives the importance of SMEs in Thailand economy; he did not demonstrate how other strategic plans are put together to relate with each other to avoid theoretical conflict.

Insight from this study was used to generate a better vision for the County government economy, have all aspects put together in one plan and use the plans to communicate the county government intentions both internally and externally. In the study conducted by Owolabi *et al.* (2012) on strategic anticipating corporate performance in college instruction, centers around the board productivity and adequacy; the examination was directed on workers of Babcock College, which is a training community. The investigation is along these lines, only focused on instruction area and disregards different parts in the economy like farming, wellbeing, transport, industrialization and exchange henceforth insufficient.

Suklev *et al.* (2012) on strategic planning viability looks at authoritative adequacy and infers that strategic planning for the most part adds to organization's viability; Suklev *et al.* (2012) neglect to think about performance of the plans as a major advance towards accomplishing the objectives. All-inclusive strategies are long haul plans expected to give long range improvement rules and ought not bomb the trial of performance or have poor usage status. Strategic planning ought to consider to anticipate the foundation procedure just as distribution of assets to guarantee each arranged procedure is executed and accomplished. It is on this premise the analyst looked to set up the impacts of incorporated strategic anticipating performance of the County Government of Machakos.

3. Research Methodology

3.1. Introduction

This chapter entails the methodology that was used to carry out the study. It presents the following; Research design, study population, sampling techniques and sample size, research tool, piloting, reliability, validity data collection techniques, data analysis and ethical issues.

3.2. Research Design

The study employed descriptive research design. According to Sekaran, (2018), a descriptive survey research design entails an examination on already existing status and relationships on certain variables and does not alter anything in the environment. The descriptive survey approach is concerned with determination of the 'what, where and how' of a

given phenomenon. The design was preferred since it was the most commonly used descriptive method in educational and social science research, it gathers data at a particular point in time with the intention of describing the nature of existing conditions, identifying the standards against which existing conditions can be compared and to determine the relationships that exist between specific events (Jama, 2017). The descriptive aspect provided an opportunity for the researcher to probe deep and obtain precise and concise information about the target organization, which enabled the researcher to gather information about the present and existing condition of phenomena under study, Orodho (2005).

3.3. Population of the Study

Kombo and Tromp (2013) defined population as a group of individuals, objects or items from which samples are taken for measurement. Population refers to an entire group of persons or elements that have at least one thing in common.

The unit of analysis was various county employees. The study targeted 130 respondents, ten (10) employees from all the 13 targeted departments consisting of 1 County executive committee member, 1 Chief Officer, 2 Directors, 1 Accountant, 1 Finance officer, 1 Economist, 1 Supply chain officer, 2 Office administrators.

Category of Respondents	Number of Respondents Per Department	Number of Departments	Targeted Population
County executive committee member	1	13	13
Chief Officer	1	13	13
Directors	2	13	26
Accountant	1	13	13
Finance officer	1	13	13
Economist	1	13	13
Supply chain officer	1	13	13
Office administrators	2	13	26
Total	10	13	130

Table 2: Distribution of the Target Population
Source: Human Resource, Machakos County Government (2020)

3.4. Sample and Sampling Techniques

The study used stratified sampling method to stratify the population into various categories. Stratified sampling divides a heterogeneous population into a number of distinct categories or strata of independent sub population from which individual elements can be randomly selected. The sampling technique to be used was census sampling where all the 130 targeted population was sampled to form the sample size of 130 respondents since the targeted population is small in size and specific in composition.

3.5. Data Collection Instruments

The tool used in this study was questionnaire. The questionnaire consisted of closed ended and open-ended questions. Closed ended questions gave the respondent a set of choice or options. Open ended questions are free response type questions. They allow the respondent to answer in their own words (Kombo and Tromp, 2013). The questionnaire was prepared thematically on the basis of the research questions and divided into three sections. The first section A measured demographic characteristic of the respondents, Section B - measured the independent variables and Section C - consisted of dependent variable. For gathering data, a questionnaire has been designed based on five-point Likert scale: (Strongly disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly agree = 5).

3.6. Pilot Study

The instruments were pre-tested to ascertain their effectiveness beforehand. To test the instruments, the instruments were piloted in County Government of Nairobi using 20 respondents from the departments. This enabled the study to identify the weaknesses of the instruments and make adjustments in readiness to collect data. Items that were found as not clear and not properly structured were revised and improved. Piloting also ensured the clarity of wording and eliminated any research bias.

3.6.1. Validity of the Study Instruments

Validity is the extent to which data instruments are applicable to the targeted population (Kothari, 2014). The study employed criterion validity to ensure that the measure is what is measured and no other variables. To enhance Validity in this study, the researcher consulted research experts for comments on its appropriateness to the study.

3.6.2. Reliability of the Study Instruments

Reliability is described as a measure of consistency of a research instrument or data collection tool (Mugenda & Mugenda, 2008). A reliable instrument implies that it can be administered on similar populations and return consistent results. Test-retest method was used to measure reliability of the instruments. The research tools were administered

among 7 respondents outside the sampled schools. This exercise was repeated again after two weeks to the same respondents, and then the results obtained from test one and two were calculated using Cronbach's Alpha. Cronbach alpha coefficient is the most widely used and recommended test of reliability. Using the Cronbach alpha coefficient, reliability ranges from 0 to 1 with higher values indicating greater reliability. The reliability threshold is alpha coefficient 0.7 for each study construct. This study measured consistency at 0.7 and above. Coefficient of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicate good reliability (Mugenda & Mugenda, 2003). As indicated all the five study constructs returned alpha coefficients greater than 0.7 which implied that the entire research questionnaire was reliable.

No Study Constructs	Test Items	Alpha Coefficient
Resource Allocation	7	.86
Environmental scanning	7	.81
Public participation	7	.78
Performance	7	.83

Table 3: Reliability Test Results

3.7. Data Collection Procedures

The researcher sought authorizations from both St. Paul's University and National Commission for Science, Technology and Innovation (NACOSTI). Letters of transmittal were then sent out to the respondents alongside the questionnaire. The questionnaire was administered through drop-and-pick method targeting each of the 190 respondents.

The study sought permission to carry out the research from the National Council for Research and Technology before undertaking the research. Afterwards, the researcher visited the various schools to get permission from principals and procurement committee members. At the same time, the researcher also made appointments for questionnaire with selected schools. The period for filling was agreed upon between the researcher and the participants. The researcher collected the filled questionnaires physically on the agreed date. The researcher made notes that was later organized and analyzed

3.8. Data Analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. Descriptive and inferential statistics were employed. Data collected was quantitative. Quantitative data was analyzed by descriptive analysis such as means and standard deviations with the use of Statistical Package for Social Sciences (SPSS) version 24.0. The study conducted a multiple regression analysis to test the relationship between independent variables and dependent variable. The regression equation was in the following form:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where

Y= Integrated strategic planning

X1= Resource allocation

X2= Environmental scanning

X3= Public participation

β_1 , β_2 and β_3 are coefficients of determination

ε - Error term

3.9. Ethical Considerations

The study ensured that the respondents understand that the research is for academic purposes only. Participation was voluntary. Participants were not forced to participate and they were guaranteed privacy and protection. The ethical consideration included getting a research permit from St. Paul's University to carry out research in another institution. Ethical considerations included obtaining a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) which is the government agency that regulates all research activities in Kenya the study also got permission to carry out the research at Machakos County Government.

4. Data Analysis, Results and Discussion

4.1. Introduction

The chapter entails interpretation and presentation of the research findings. It presents the respondents' demographic information, descriptive and inferential analyses on each the study variables, namely: integrated strategic planning, and organizational performance, in accordance with the objectives.

4.2. Response Rate

The researcher administered 130 questionnaires out of which only 120 were returned fully filled. This resulted to a return rate of 73% which was adequate for data analysis as confirmed by Saunders (2011) who argued that a response rate for statistical analysis should be more than 50%.

Questionnaire	Frequency	Percentage
Filled and Returned	120	95.3
Unreturned	10	4.7
Total	130	100.0

Table 4: Response Rate

4.3.1. Distribution of the Respondents by Gender

The study sought to determine the gender of the respondents as presented in Figure 2 below.

Figure 2: Respondents' Gender
Source: Filed Data, (2020)

According to the findings, majority of the respondents were male as represented by 64%. The rest of the respondents (35.71%) were female. This shows that both genders were well represented and the study could not suffer from gender bias. The above results may be attributed to cultural set up in Kenya where the male dominate leadership positions and women are relegated to lower level tasks. The findings were however in agreement with the spirit of the Kenyan constitution 2010 which provides for gender fairness in that there should not be more than two-thirds members of either gender in public institutions (CoK, 2010).

4.3.2. Distribution of the Respondents by Age Brackets

The study sought to know the age distribution of respondents. The respondents were, therefore, asked to state their age bracket. The results were as shown in Figure 3 below.

Figure 3: Respondent's Age Bracket
Source: Filed Data, (2020)

The findings revealed that majority of the respondents, 40%, were aged between 41 and 50 years, 30% were aged above 51 years, 25% were in the age brackets of between 32 and 40 years while 5% were aged between 20 and 30 years. The age of the County government staff may have an important implication for succession planning and decision making on the overall strategic direction. In total it was observed that those who were 50 years of age and above were 48.4%.

The findings concur with those of Watson Wyatt Worldwide Study (2006) which asserted that the aging workforce exists in many countries including the U.S. and many European countries. The findings also concur with Mwendo (2009) who reported that local governments have an aged workforce which has resulted from increasing the mandatory retirement age in Kenya from 55 to 60 years to alleviate succession crisis. The findings are consistent with expectations as majority of those in County Governments employment are at their career peak or just preparing to go for retirement in the next decade (Mwendo, 2009).

4.4. Effect of Integrated Strategic Planning on Performance of County Governments

The study sought to determine the effect of integrated strategic planning on performance of the County Government of Machakos. Data was collected using a structured questionnaire, and analyzed using SPSS to determine the extent of concurrence and divergence in opinion of the respondents on the various statements relating to the dimensions of integrated planning and organizational performance.

4.4.1. Stakeholder Participation and Performance of Machakos County Government

The study sought to know the perception of respondents on various statements relating to stakeholder participation in the strategic planning process in the County Government of Machakos. In a five-point Likert scale, the respondents were asked to state the extent to which they agreed or disagreed with various statements. The Likert scale was graduated as follows: 1-Strongly Disagree; 2- Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree. The results were as shown in Table 4.2.

Statement	1	2	3	4	5
The public participation forums are often actively attended by various stakeholders	6(5%)	36(30%)	36(30%)	48(40%)	6(5%)
The stakeholders are often involved in the strategic planning process	6(5%)	34(20%)	36(30%)	42(35%)	12(10%)
The stakeholders are often facilitated with timely and accurate information for decision making during the strategic planning process	12(10%)	12(1%)	42(35%)	48(40%)	6(5%)

Table 4: Stakeholder Participation and Performance of Machakos County Government

Source: Filed Data, (2020)

From Table 4 above, the respondents were asked whether the public participation forums were often actively attended by various stakeholders. Majority of the respondents agreed that indeed public participation forums were often actively attended by various stakeholders (40%); followed by those who were neutral (30%).

The respondents were further asked whether the stakeholders were often involved in the strategic planning process. Majority of the respondents agreed that the stakeholders were often involved in the strategic planning process (35%), followed by those who were neutral (30%).

The respondents asked whether the stakeholders were often facilitated with timely and accurate information for decision making during the strategic planning process. Majority of the respondents agreed that indeed stakeholders were often facilitated with timely and accurate information for decision making during the strategic planning process (40%), followed by those who were neutral (35%).

4.4.2. Resource Allocation and Performance of Machakos County Government

The study sought to determine the perception of respondents on various statements relating to resource allocation in the strategic planning process in the County Government of Machakos. In a five-point Likert scale, the respondents were asked to state the extent to which they agreed or disagreed with various statements. The Likert scale was graduated as follows: 1-Strongly Disagree; 2- Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree. The results were as shown in Table 4.3.

Statement	1	2	3	4	5
The revenue allocation formulae are guided by the strategic planning outcome	12(10%)	42(35%)	24(20%)	30(25%)	12(10%)
The budgeting process is guided by the strategic planning outcome	12(10%)	42(35%)	18(15%)	36(30%)	12(10%)
The county fiscal strategy is guided by the strategic planning outcome	18(15%)	36(30%)	24(20%)	30(25%)	12(10%)

Table 5: Resource Allocation and Performance of Machakos County Government

Source: Filed Data, (2020)

From Table 5 above, the respondents were asked whether the revenue allocation formula was guided by the strategic planning outcome. Majority of the respondents disagreed that revenue allocation formulae was guided by the strategic planning outcome (35%); followed by those who agreed (25%).

The respondents were further asked whether the budgeting process was guided by the strategic planning outcome. Majority of the respondents disagreed that the budgeting process was guided by the strategic planning outcome (35%), followed by those who agreed (30%).

The respondents asked whether the county fiscal strategy was guided by the strategic planning outcome. Majority of the respondents disagreed that county fiscal strategy was guided by the strategic planning outcome (30%), followed by those who agreed (25%).

Resources create a leading edge for an organization and they are normally difficult to replicate across any given sector. Franklin (2011) indicate that management linkage may source for similar resources and other best practices but it is always difficult to have some resources with replication for example, employee skills, practiced cultural values, time management skills and financial savings ability. This leads to great discrepancies in the integrated strategic planning seemingly similar strategies among organizations. Abok (2013) observed that knowledge resources, material wealth and coordination ability are key to successful integrated strategic planning hence improved performance. The prevalence of resource managers in many organizations points to the importance of resource management with optimization to create value and satisfaction to stakeholders and customers giving a competitive advantage and an impetus to effectively improve performance through integrated strategic planning (Osano, 2013). If the organization's resources are not utilized to the organization's advantage, the resources become a waste and burden that hinders integrated strategic planning thus poor performance in terms of service delivery. Ogonge (2013) attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa. Adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well-trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get. Regardless of what means were used to acquire the organization resources, stakeholders will always want to compare the amount of resources used with the success of a given strategy implementation (Franklin, 2011). Most organizations and stakeholders have now started placing more emphasis on accountability and transparency not just on financial resources, but also on the way human resources are motivated to avoid large turnovers that area detriment to strategy implementation. Involvement of employees from the beginning of strategy planning to the implementation stage is a key success factor in effective implementation and hence it is necessary to coordinate through good communication all the resources that help retain employees in an organization over the strategic period (Letting, 2010).

4.4.3. Environmental Scanning and Performance of Machakos County Government

The study sought to determine the perception of respondents on various statements relating to Environmental Scanning in the strategic planning process in the County Government of Machakos. In a five-point Likert scale, the respondents were asked to state the extent to which they agreed or disagreed with various statements. The Likert scale was graduated as follows: 1-Strongly Disagree; 2- Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree. The results were as shown in Table 4.4.

Statement	1	2	3	4	5
Internal analysis is often part of the strategic planning process	12(10%)	30(25%)	48(40%)	24(20%)	6(5%)
External analysis is often part of the strategic planning process	12(10%)	42(35%)	18(15%)	30(25%)	18(15%)
Monitoring of the environment is often part of the strategic planning process	6(5%)	36(30%)	30(25%)	36(30%)	12(10%)

Table 6: Environmental Scanning and Performance of Machakos County Government
Source: Filed Data, (2020)

From Table 6 above, the respondents were asked whether the internal analysis was often part of the strategic planning process. Majority of the respondents were neutral to the statement that internal analysis was often part of the strategic planning process (40%); followed by those who disagreed (30%).

The respondents were further asked whether the external analysis was often part of the strategic planning process. Majority of the respondents disagreed that the external analysis was often part of the strategic planning process (35%), followed by those who agreed (25%).

The respondents asked whether monitoring of the environment was often part of the strategic planning process. Majority of the respondents agreed that monitoring of the environment was often part of the strategic planning process (30%), followed closely by those who disagreed (30%).

4.4.4. Organizational Performance

The study sought to determine the perception of respondents on various statements relating to Organizational Performance in the County Government of Machakos. In a five-point Likert scale, the respondents were asked to state the

extent to which they agreed or disagreed with various statements. The Likert scale was graduated as follows: 1-Strongly Disagree; 2- Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree. The results were as shown in Table 4.5.

Statement	1	2	3	4	5
Service delivery is effective and efficient in the County Government of Machakos	6(5%)	18(15%)	42(35%)	48(40%)	6(5%)
Budget absorption is optimal in the County Government of Machakos	12(10%)	42(35%)	18(15%)	36(30%)	12(10%)

Table 7: Perception of Respondents on Organizational Performance

Source: Filed Data, (2020)

From Table 7, the respondents were asked whether service delivery was effective and efficient in the County Government of Machakos. Majority of the respondents agreed that service delivery was effective and efficient in the County Government of Machakos (40%), followed by those who were neutral (30%). The respondents were, further, asked whether budget absorption was optimal in the County Government of Machakos. Majority of the respondents disagreed that budget absorption was optimal in the County Government of Machakos (35%), followed by those who agreed (30%).

4.5. Inferential Statistics

The study ascertained the influence of integrated strategic planning as represented by stakeholder participation; resource allocation; and environmental scanning on performance of the County Government of Machakos. The results in relation to the foregoing are illustrated in below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.655a	0.429	0.380	0.48843

Table 8: Model Results

a. Predictors: (Constant), stakeholder participation; resource allocation; and environmental scanning

As illustrated, the relationship between integrated strategic planning and performance of county government was established to be positive moderately strong. This meant that performance of county government was likely to be improved with integrated strategic integrated strategic planning practices in place. The $R^2 = 0.429$ shows the variation of the dependent variable (performance of county government) in respect to the changes in the independent variables (stakeholder participation; resource allocation; and environmental scanning). The Adjusted R Square = 0.380 shows the variation of the dependent variable (performance of county government) in respect to the changes in the independent variables (stakeholder participation; resource allocation; and environmental scanning). The findings illustrated that 42.9% of the changes in performance of county government of Machakos with respect to R^2 and 38% in terms of adjusted RS square were as a result of integrated strategic planning practices.

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.413	4	2.103	8.816	0.000a
Residual	11.212	121	0.239		
Total	9.625	125			

Table 9: Analysis of Variance

a. Predictors: (Constant), Stakeholder Participation; Resource Allocation; and Environmental Scanning

b. Dependent Variable: Performance of County Government

The findings indicated that the association between integrated strategic planning and performance of county government was positive and statistically significant ($F = 8.816$; $p < 0.05$). Therefore, integrated strategic planning investigated was fundamental in-service Performance of County Government of Mackakos. The results also indicate that the model was statistically significant.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	1.420	0.448		3.166	0.004
	Stakeholder Participation	0.037	0.158	0.048	1.234	0.010
	Resource Allocation	0.218	0.197	0.232	1.108	0.000
	Environmental Scanning	0.007	0.149	0.008	1.048	0.000

Table 10: Regression Coefficients

a. Dependent Variable: Performance of county government

The interpretation of the findings is shown in the following regression models.

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

$$Y = 1.420 + 0.037X_1 + 0.218X_2 + 0.007X_3 + \varepsilon$$

Table 10 shows that the influence of integrated strategic planning (stakeholder participation, resource allocation and environmental scanning) on performance of county government was significant ($t = 3.166$; $p < 0.05$). All the parameters of integrated strategic planning examined in this study enhanced on performance of county government. Furthermore, it was noted that a unit increase in on performance of county government would require 3.166 increase in stakeholder participation, resource allocation and environmental scanning.

The study established that Integrated Strategic Planning affects Organizational Performance. This finding is consistent with the argument of the Theory of Change. The theory of change is developed during planning period and used in monitoring and evaluation at any level of direct involvement needed to ensure the quality of the process and the product that include input or program activities, outputs, outcomes and goals.

The inputs, program activities like, to teach, offer loans, deliver food resources followed by outputs that incorporate substantial items or administrations delivered because of the exercises take up by offered members (Weiss *et al.*, 2014; Austin, 2001). The findings of the study are also in agreement with the postulation of the Theory of Planned Behaviour. The hypothesis was created by (Ajzen, 1988) and proposes a model which can gauge how human activities are guided. It predicts the event of a specific conduct, given that conduct is purposeful.

Another way to deal with apparent control can be found in (Atkinsons, 1964) hypothesis of accomplishment inspiration. The findings are also in support of the predictions of the theory of achievement motivation. As per hypothetical research by (Murray, 1938), McClelland *et al.* (1953), and McClelland (1961), accomplishment inspiration or requirement for accomplishment is impacted by a mix of inner components including individual drives and outer or environmental variables including weights and desires for applicable organizations and the society. This theory helps to understand what makes people work better and provides leaders with a tool to measure performance and motivate employees to do better to achieve set goals.

The study established that Stakeholder Participation has significant effect on Organizational Performance. These findings are in support of previous results by Polat (2009) who indicated that European nations had presented various kinds of plans for effective allocation of resources. This range from structure plans, strategic designs to short term plans. These plans are altered and consolidated to make one strategic plan. These findings are also in support the findings of a study by Veskaisri *et al.* (2007) who demonstrated that the degree of strategic planning is decidedly related with the development.

The findings are in agreement with other empirical studies such as Kemboi (2011) that found out that resource allocation was a major factor in the performance of the organization. The study also confirmed the findings of Onserio (2018) and Mwangi (2015) that resource allocation has a significant effect on performance of organization.

This conclusion is noteworthy for County governments since it shows them the convenience and advantages of resource allocation in strategic planning. Others such as Delmar and Shane (2003) also inspected the connection among planning and undertaking advancement based on 211 Swedish new ventures and found that planning decreases the likelihood of big business disintegration and hence drives the organization towards progress and improved performance and increase the likelihood of endurance. The investigation of Grant (2003) highlighted a procedure of planned development in which strategic planning frameworks gave an instrument to planning practice detailing inside a structure of testing performance targets and clear corporate plans. Both studies had similar findings as those of the current investigation.

5. Summary, Conclusions and Recommendations

5.1. Introduction

This chapter comprises a presentation on summary of the study findings, conclusion and recommendations based on the findings. The summary, conclusion and recommendations have been made in accordance with the objectives, methodological approach, findings, and limitations of the study.

5.2. Summary of Findings

The study set out to examine the effect of Integrated Strategic Planning on Performance of the County Government of Machakos. Three dimensions of Integrated Strategic Planning were investigated in this regard. Data was collected using a structured questionnaire and analyzed using descriptive method.

The Composite Score implies that the overall rating for Stakeholder Participation was between "Agree" and "Neutral". However, the small Standard Deviation implies that the dispersion of the respondents' opinion on the state of Stakeholder Participation in the strategic planning process was small. A unit change in Stakeholder Participation perception would lead to 23.7% change in perception on Organizational Performance. At 5% level of significance, perception on Stakeholder Participation was found to significantly influence performance of the County Government of Machakos.

The study found out that a unit change in resource allocation perception would lead to 23.1% change in perception on organizational performance. at 5% level of significance, perception on stakeholder participation was found to significantly influence performance of the County Government of Machakos.

The findings finally revealed that a unit change in in perception on Environmental Scanning would lead 23.9% change in perception on Organizational Performance. At 5% level of significance, perception on Stakeholder Participation was found to significantly influence performance of the County Government of Machakos.

5.3. Conclusions

Perception on Stakeholder Participation was found to significantly influence performance of the County Government of Machakos. This implies that greater emphasis ought to be placed on stakeholder participation in the process strategic planning to enhance overall performance of the County Government of Machakos. The process should engender active participation supported by accurate and timely information.

The study concluded that an increase in resource allocation practices such as county allocating adequate financial resources, utilizing resources as per set goals, proper utilization of physical resources that are accessible, carrying out audits of all the resources allocated and employing and deploying well-trained human resources that supports integrated strategic planning leads to an increase in performance of county governments. Perception on Resource Allocation was found to significantly influence performance of the County Government of Machakos. This means that focus should be put on resource allocation process to foster successful strategic planning, and to promote performance of the County Government of Machakos. The process ought to incorporate well-grounded revenue allocation formulae, budgeting process should be guided by the strategic planning outcome, and fiscal strategy should be a function of strategic planning outcome.

Perception on environmental scanning was found to significantly influence performance of the County Government of Machakos. This means that there should major attention on environmental scanning component to promote performance of the County Government of Machakos. The scanning process should entail rigorous internal analysis, external analysis, and continuous monitoring of the environment.

5.4. Recommendations for Policy Practice

The study recommends that the academics in the field of strategic and operations management, should consider using the empirical evidence adduced to further their research interests. Theorists should also consider the findings of this study to find further empirical foundation in light of the linkages between Integrated Strategic Planning and Organizational Performance. The study further recommends the findings for the development of policies that would be focused on enhancing sustainability of Devolution in Kenya. The Ministry of Devolution and ASALs in Kenya should apply the study results in decision making since it would assist in developing well-informed policies geared towards the achievement of the Vision 2030, the Big Four agenda, and the sustainable development goals in Kenya.

The study recommended that it is imperative that financial resource allocation planning is done in a manner that it takes care of the pursued strategic fit in the service. There is also need for the County to employ latest technological resources in their mandate to effectively fight crime in the 21st century. Employees should be effectively trained in this regard for proficiency in the technological resources.

In order to enhance implementation of strategic plans in the county governments, there is a need for the county government to enhance resource allocation through allocating adequate financial resources, utilizing resources as per set goals, proper utilization of physical resources that are accessible, carrying out audits of all the resources allocated and employing and deploying well-trained human resources that supports integrated strategic planning hence improve performance.

The study found that stakeholder's participation affects the affect the performance of county government significantly. Hence the study also recommends that county governors need to sensitize county directors to work in consultation with other stakeholders to ensure that all of them feel part of the development agenda for the county. The county governments need to also ensure that the public understands the county's priorities so as to reduce leadership conflicts that may derail progress. Further, counties need to be educated on how best to apply practices of corporate governance to improve their operational and financial performance.

Finally, the study recommends that the top management team of the County Government of Machakos should use the findings for guidance in making necessary changes in their various administrative units to enable them enhance their service delivery. Specifically, because the study findings have drawn important lessons for success and best practices for better performance of the organization.

5.5. Areas for Further Research

The study sought to determine the the influence of Integrated Strategic Planning on Performance of the County Government of Machakos. The study recommends that an in-depth study should be done on challenges facing the active stakeholder participation in the Integrated Strategic Planning processes. The study also recommends that the influence of moderating and mediating factors such as the macroeconomic factors should be examined, since that was not within the scope of this study.

6. Dedication

To my parents Ann Kasiso and the late Basilio Munguti, brothers and sisters, my wife, Mrs. Jane Muange, and children, Wiseman Muange, Wrightman Muange and Sunita Muange for their sacrifice in supporting my search for knowledge. To my lecturers and fellow students for sharing educational material and discussions.

"The Lord is my shepherd; I shall not lack"

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"Thanks be to God my refuge and defender. I shall never lack."

8. List of Abbreviations and Acronyms

ADP	-	Annual Development Plan
BSC	-	Balanced Scorecard
CBA	-	County Budget and Appropriation
CBROP	-	County Budget Review and Outlook Study
CEC	-	County executive committee member
CFSP	-	County Fiscal Strategy Study
CGM	-	County Government of Machakos
CIDP	-	County Integrated Development Plan
CO	-	Chief Officer
COK	-	Constitution of Kenya
CSO	-	Civil Society Organisations
GEMI	-	Global Environmental Management Initiative
IAP	-	International Organization for Public Participation
ICT	-	Information Communication Technology
MDGs	-	Millennium development goals
NACOSTI	-	National commission for science, technology and innovation
SPSS	-	Statistical Package for Social Sciences
TOC	-	Theory of change
WID	-	Women in Development
RBV	-	Resource Based View
VRIN	-	Value, Rare, Imitable and Non-substitutable

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