SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

THE INFLUENCE OF COUNTY ASSEMBLIES' COORDINATING ROLE ON THE IMPLEMENTATION OF STRATEGIC PLANS IN THE NAIROBI CITY COUNTY GOVERNMENT, KENYA

Mwerah Augustine Mwise[1], Dr. Vivian Cherono, (Ph.D.)[2], Ms. Mary Mbithi[3]
[1]*Kenya Methodist University*
[2]*Kenya Methodist University*
[3]*Kenya Methodist University*

Article DOI: https://doi.org/10.36713/epra18533
DOI No: 10.36713/epra18533

ABSTRACT

In Nairobi County, just like the rest of Kenya, the county assembly is responsible for legislation, oversight, and representation of the county executive who implements the county strategic plans developed from the devolved functions of the devolution. However, the achievement of strategic plans is still with flaws despite this. The purpose of the study was to assess the influence of the coordinating role on the implementation of strategic plans in the Nairobi City County Government, Kenya. The study was guided by the McKinsey 7s model, the Dynamic Capability Model, and the Resource-Based View Theory. The study was conducted using a quantitative research design. The target population was 123 members of the County Assembly, consisting of 85 elected and 38 nominated members. The population also included 3 officials from the County Assembly's Financial and Budget Office, Procurement Office, and Planning Department. The study involved 85 elected and 38 nominated county assembly members, using simple random sampling. Officials from the Financial and Budget Office, Procurement Office, and Planning Department were selected by census. Primary data was collected with 5-point Likert scales. SPSS regression analysis tested the relationships between dependent and independent variables, with multiple regression used due to activity interconnectedness. Results were presented in descriptive figures and tables, with regression outcomes shown in tables. The study's findings reveal a strong positive correlation ($r = 0.847$, $p < 0.01$) between the coordination role of MCAs and the implementation of strategic plans. The standardized coefficient ($\beta = 0.847$; $p = 0.000$) confirms the strong positive relationship between the coordination role and strategic plan attainment. The differing views among MCAs on coordination roles highlight the need for NCCG to enhance stakeholder engagement by creating clear communication frameworks, organizing regular interaction forums, and involving stakeholders in resource allocation to align their efforts with strategic objectives and improve the execution of strategic plans.

KEYWORDS: *Budgeting Roles, Strategic Plans, Strategic Plan Implementation, County Government*

INTRODUCTION

Low-intensity conflicts (LICs) in Kenya are driven by historical, socio-economic, and political factors, including ethnic tensions and resource competition, which undermine effective conflict resolution strategies (Kaldor, 2019; Akol, 2021). Fragmented, reactive approaches by governmental and non-governmental stakeholders have failed to address these root causes (International Crisis Group, 2020; Mungai, 2021). There is a significant gap in understanding the role of multi-agency approaches in enhancing communication, leadership, and resource allocation to manage LICs in Kenya (Kakuyo, 2020). This study seeks to address these gaps, providing insights for more integrated, sustainable conflict resolution strategies that promote national stability and regional peace (Mamdani, 2020; World Bank, 2021; Fetene, 2021).

Low-income countries in Africa, including Nigeria and Egypt, face challenges in implementing strategic plans due to issues such as poor governance, conflicts of interest, and competence gaps among assembly members (Mattes & Mozaffar, 2016; Odalonu, 2020; Tobbala, 2019). In Nigeria, assemblies focus on oversight but struggle with governance inefficiencies, while Egypt's decentralized system involves local assemblies in strategic planning and resource distribution. South Africa's provincial assemblies conduct oversight of strategic plans, emphasizing monitoring, evaluation, and parliamentary-led reviews (Matebese-Notshulwana & Lebakeng, 2019). Kenya's devolved system, established by the 2010 Constitution, decentralizes governance to counties, focusing on resource management and local service delivery. Unlike South Africa, Kenya emphasizes local governance and service delivery rather than policy-making and parliamentary oversight (Makhado, 2016; Zantsi, 2020).

Since establishing the Kenya School of Governance in 2012, county assembly members in Kenya have enhanced their competence, improving their roles in implementing strategic plans (Chirchir, 2019). Examples include the Elgeyo Marakwet County Integrated Development Plan (CIDP II) 2018–2022 and the County Assembly's Strategic Plan, which outline planning stages and emphasizes monitoring, evaluation, resource mobilization, and risk management (Kabeyi, 2019). These plans highlight the assembly's role in

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

drafting legislation, representing the public, and overseeing county resources. With devolution in place for nine years, further research on the role of county assemblies in strategic plan achievement, particularly in Nairobi City County, is essential.

The Nairobi City County Integrated Development Plan (CIDP) 2018–2022 outlines key roles for the County Assembly, including lawmaking, oversight, and approving policies on resource management. The plan aims to enhance investments, living conditions, and service quality in the city. Chapter Two of the CIDP reviews the 2013–2017 plan, highlighting revenue growth (40.7%) and improvements in asset management, policy formulation, and governance. Despite these successes, previous studies identified challenges in implementation, including transparency and accountability issues (Njeri et al., 2018; Wangui, 2020). With Nairobi facing urbanization challenges, studying the assembly's role in strategic plan achievement is crucial to improving governance and addressing these pressing issues (The World Bank, 2021; Cytonn, 2022).

The role of county assemblies in strategic plan implementation and their influence on outcomes remain understudied, particularly in terms of members' knowledge and oversight capabilities (Karama et al., 2019; Wagikondi & Omwenga, 2019). As per the 2010 Constitution of Kenya, the county assembly is responsible for overseeing the county executive, enacting laws, and approving strategic plans and policies (CoK, 2010, Article 185). This legal framework emphasizes the significance of studying the county assembly's role in strategic plan achievement and assessing its impact on governance. These situations highlight the need for research to understand the extent to which the county assembly's involvement can positively impact strategic plan achievement.

Statement of the Problem

The implementation of strategic plans in Nairobi City County faces significant challenges, including delays and discrepancies between revenue collection and plan execution. While the Constitution of Kenya (2010) mandates county assemblies to legislate, represent, and oversee the county executive's implementation of strategic plans, persistent issues like slum growth, infrastructure constraints, and budgetary limitations hinder progress. Despite the importance of the assembly's coordinating role in ensuring timely execution and resource management, studies reveal gaps in members' oversight capabilities and accountability (Karama et al., 2019; Wagikondi & Omwenga, 2019). Past research highlights problems with transparency and governance, raising concerns about the effectiveness of the assembly in holding the executive accountable (Wangui, 2020). With Nairobi County facing challenges from urbanization, such as traffic congestion, inadequate housing, and waste management (The World Bank, 2021; Cytonn, 2022), understanding the assembly's influence in strategic plan implementation is crucial. This study aims to assess the county assembly's impact on the achievement of strategic plans by examining its legislative, oversight, and coordination roles in Nairobi City County. Through this investigation, the study seeks to contribute to more transparent and accountable governance, exploring how the assembly can better support the county's development amidst its urban challenges.

Objective

The objective of the study was to assess the influence of the coordinating role on the implementation of strategic plans in the Nairobi City County Government, Kenya.

Research Hypothesis

H_0: There is no significant relationship between the coordinating role and the implementation of strategic plans in the Nairobi County Assembly in Kenya.

LITERATURE REVIEW

Theoretical Review

McKinsey 7s Model

The McKinsey 7s Model, developed by Richard, Anthony, and McKinsey consultants, focuses on seven internal elements crucial for organizational success: strategy, structure, systems, shared values, style, staff, and skills (Kocaoğlu & Demir, 2019). It emphasizes human resources over traditional assets like capital and equipment, proposing that all elements are interconnected and must align to ensure effective performance. The model is particularly useful for organizational change, strategy implementation, and mergers, as it divides the elements into "hard" (e.g., strategy, structure, systems) and "soft" (e.g., shared values, style, skills) categories (Maalu, 2020).

In the context of Nairobi City County, the McKinsey 7s Model helps explain the County Assembly's role in coordinating and implementing strategic plans. The model's application of structure and strategy clarifies how the Assembly interacts with the County Executive to approve plans and policies for execution (Murage & Ndegwa, 2018). Additionally, systems, shared values, and communication styles ensure collaboration with stakeholders and address citizen needs in planning. Lastly, staff and skills elements ensure qualified personnel and effective task force management for strategic plan implementation, making the model a vital tool for analyzing county governance (Hassan & Ndegwa, 2019).

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

Dynamic Capability Model

The Dynamic Capability Model, initially proposed by Lindblom in the 1960s and improved by Quinn in the 1980s, presents strategy as a dynamic, interactive process comprising incremental decisions that adjust to changing circumstances. Managers continuously support evolving activities to ensure coordination. Strategic management integrates concurrent, incremental strategy generation and implementation for effectiveness (Alford & Greve, 2017). Strategic decisions emerge from small, unified actions across organizational levels. Distinguishing between deliberate and emergent strategies, the model emphasizes flexibility in responding to environmental opportunities (Tapanainen, et al., 2021).

Deliberate strategies, in contrast, are proactive and goal-focused, involving careful planning and resource allocation to achieve desired outcomes (Pirkkalainen, 2019). In this study, the Dynamic Capability Model helps explain the budgeting roles of county assemblies in implementing strategic plans. The model's three components—sensing, seizing, and transforming—are crucial for examining how the Nairobi County Assembly manages oversight, resource allocation, and coordination to adapt and implement plans effectively. This framework supports analyzing how county assemblies influence strategic plan success.

Resource-Based View Theory

The Resource-Based View (RBV) theory, proposed by Wernerfelt (1984), emphasizes that a firm's competitive advantage lies in its unique, inimitable resources rather than commonly tradable assets like technology or natural resources. RBV suggests that leveraging prized resources innovatively helps firms achieve lasting success (Borg & Gall, 2009). In an international context, local partnerships and knowledge further enhance competitiveness (Ben-Dak, 2000; Gupta et al., 2011). RBV classifies resources into physical, human, and organizational capital, which are key inputs in a firm's production process (Currie, 2009).

Linking the theory to this study, the Resource-Based View highlights the importance of resource management and oversight in the successful implementation of strategic plans. By overseeing resource allocation, the Nairobi County Assembly ensures projects align with organizational goals and reduce risks (Holdford, 2018; Barney, 2021). The study's focus on the assembly's role in managing resources for strategic plan execution resonates with RBV's assertion that unique resources determine competitiveness. This makes RBV a relevant framework for analyzing the influence of the county assembly in Nairobi City County's strategic plan implementation.

Institutional Theory

The Institutional Theory was developed by Paul DiMaggio and Walter Powell in 1983, According to the theory, organizations are influenced by the rules, norms, and beliefs of their institutional environment, which shapes their behavior and practices. This theory posits that organizations strive for legitimacy by conforming to institutional pressures, leading to isomorphism, or similarity, among organizations within the same environment (DiMaggio & Powell, 1983). In the context of Nairobi City County, the county assembly serves as a key institutional actor that influences the strategic plan achievement by shaping policies, providing oversight, and ensuring accountability. The county assembly's legislative and budgetary functions are essential for aligning resources and actions with the strategic goals of the county government, thereby enhancing the legitimacy and effectiveness of the strategic plans.

The relevance of Institutional Theory to the study of strategic plan achievement in Nairobi City County lies in its emphasis on the role of institutional actors in shaping organizational behavior. The county assembly, as an institutional entity, exerts significant influence on the county government's strategic initiatives through its legislative authority and oversight functions. By enacting laws, approving budgets, and scrutinizing the implementation of strategic plans, the county assembly ensures that the strategic objectives are aligned with the institutional norms and expectations of the broader governance framework in Kenya. This alignment is critical for achieving the desired outcomes of the strategic plans, as it fosters consistency, accountability, and legitimacy in the county government's operations (Scott, 2004). Thus, the Institutional Theory provides a valuable lens for understanding the dynamics between the county assembly and the strategic plan achievement in Nairobi City County, highlighting the importance of institutional support and alignment in successful strategic planning.

Coordination and the Implementation of Strategic Plans

According to Eibl-Schindler and Buess (2019), coordination plays a critical role in achieving strategic plans in County Governments in Europe. The study found that coordination is essential for aligning different departments and stakeholders towards a common goal. The authors argued that coordination is more effective when it is built into the strategic planning process from the outset, rather than being an afterthought. They recommended that County Governments should establish coordination mechanisms, such as regular meetings and communication channels, to ensure that all stakeholders are aware of the strategic plan and are working towards its achievement.

In a similar vein, Alkadi and Skokanova (2020) highlighted the importance of leadership in coordinating the implementation of strategic plans in County Governments in Europe. The study found that effective leadership involves establishing a clear vision, communicating it to all stakeholders, and creating a culture of accountability. The authors argued that leadership should also involve

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

empowering staff at all levels to contribute to the achievement of the strategic plan. They recommended that County Governments should invest in leadership development programs to ensure that their leaders have the skills and knowledge needed to coordinate the implementation of strategic plans.

Furthermore, Siska and Tvaronavičienė (2021) emphasized the importance of collaboration and partnership in achieving strategic plans in County Governments in Europe. The study found that collaboration between different departments and stakeholders can help to identify opportunities and challenges, and develop solutions that are more effective and sustainable. The authors argued that collaboration should be built into the strategic planning process, and that County Governments should establish partnerships with other public and private organizations to leverage resources and expertise. They recommended that County Governments should also invest in capacity building programs to enhance collaboration and partnership among their staff and stakeholders.

In the context of American counties, a study by Ostrom and Parks (2020) investigated the impact of collaboration and coordination on county governments' ability to achieve strategic goals. The study found that counties that had strong collaboration and coordination mechanisms in place were more likely to achieve their strategic goals. The authors suggest that effective coordination requires clear communication, mutual trust, and a shared understanding of strategic goals among stakeholders.

Another study by Sebopetji and Mello (2019) examined the role of coordination in the implementation of strategic plans in South African local government municipalities. The study found that effective coordination was positively associated with the achievement of strategic goals. The authors suggest that coordination involves effective communication, collaboration, and leadership among stakeholders.

One study by Ogbu and Ugwu (2020) examined the coordinating role of budgeting in the implementation of strategic plans in Nigerian local government councils. The study found a significant positive relationship between effective coordination of budgeting and the achievement of strategic plans in local government councils. The authors suggest that effective coordination involves alignment of budgeting and strategic planning processes, collaboration among stakeholders, and regular monitoring and evaluation of the implementation of both budgeting and strategic plans.

In Uganda, a study by Kaganzi and Kwikiriza (2019) investigated the impact of coordination on the implementation of strategic plans in local government councils. The study found that effective coordination was positively associated with the achievement of strategic goals. The authors suggest that coordination requires effective communication, collaboration, and leadership among stakeholders.

Mutuku and Misango (2020) had studied the relationship between internal factors and strategy implementation in Machakos County Government, Kenya. The main objective was to assess how employee involvement influenced strategy implementation. The study revealed that among all the different variables, the relationship between employee involvement and strategy implementation had the highest beta value when a correlation analysis was conducted, thus meaning that coordination between the county assembly and other departments in the implementation roles was important. The relationship was confirmed to be significant in the multiple regression model. Mutuku and Misango (2020) in their research failed to further divide the variable on employee involvement into roles involving coordination and thus presenting a content gap that this study will have to fill.

Another study was conducted by Dwivedi (2021) on the relationship between stakeholders role and project success. The study used empirical data which were secondary sources of data. The findings of the study were that assemblies charged with strategic plans should collect all stakeholders' involvement and contributions. That people in position of implementing strategic plans act as executive support in the implementation of strategic plans. The role of coordination also involves developing a scope on the roles of each stakeholders by conducting thorough stakeholder analysis. The roles of assemblies is to ensure they properly communicate with stakeholders, and involve them in the strategic planning process. Assemblies work with stakeholders based on broken structure set in the plan. Assemblies have a role of keeping track of the progress of each stakeholder involvement. When making policies, the assemblies addresses the definition of rules for all organizations and stakeholders involved in strategic plans. The assembly is responsible for governing relationships between the County and stakeholder. In terms of gaps, the study didn't show time and content gaps, but rather a methodological gap which was created when the study was found to have used empirical findings. To fill this gap, this research seeks to investigate similar findings but through the use of primary sources of data.

In support of the study by Dwivedi (2021), other studies were reviewed to provide roles required in implementing strategic plans. There were more insights as to the roles of different stakeholders depicting the knowledge regarding the need for coordination in implementing strategic plans. Kamassi et al (2020) found that the stakeholders inside such assemblies are responsible for crisis management by forming committees that have expertise in different areas in the plan. Board of directors is responsible for voting and deciding about plans with the necessity of involving other stakeholder to increase the process' success. Coordination among stakeholders is managed by experts in assemblies to allocate the plan various resources. Unfortunately, the study by Kamassi et al

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

(2020) had several gaps, beginning with content gap, whereby it was not done in the context of a County Government. It was also having a geographical gap because of it being done outside Kenya. It finally had a methodological gap, by collecting secondary data. These gaps have led to this study being conducted to fill the and create knowledge in the academic world.

Another study was conducted by Ali and Gitonga (2019) on the relationship between stakeholders' role and performance of national government constituency development fund projects. The study area was the Wajir West constituency in Kenya. The study's main objective was to study the role of stakeholders in plan implementation. The study's regression analysis established the lowest value in terms of the roles performed in plan implementation. Team development influenced performance to a great extent.

This study aims to investigate the relationship between the coordinating role and the implementation of strategic plans in the Nairobi County Assembly in Kenya. The need for this study is highlighted by previous research that emphasizes the importance of coordination, leadership, collaboration, and stakeholder involvement in achieving strategic plans in various County Governments in Europe, America, Nigeria, South Africa, and Uganda. While some studies have examined the coordinating role in the implementation of strategic plans, they have not specifically focused on the relationship between the coordinating role and the implementation of strategic plans in the Nairobi County Assembly. This study aims to fill this content gap and provide insights into the importance of coordination in achieving strategic goals in the Nairobi County Assembly.

RESEARCH METHODOLOGY

The study employed a quantitative research design to address gaps in previous qualitative studies (Fischer et al., 2014). It aimed to present findings through descriptive and inferential analyses, integrating qualitative data from empirical studies. Focusing on Nairobi County Government, the research highlighted challenges in strategic plan implementation and emphasized infrastructure and resource management improvements (Pinchoff et al., 2021; Wangai et al., 2017). The target population included 123 County Assembly members and key officials from relevant departments (Nairobi County Assembly Records, 2023; Chepkorir & Kariuki, 2018). A systematic sampling method selected a sample of 101 MCAs using Kothari's formula, ensuring proportional representation of elected and nominated members.

Primary data was collected using questionnaires with closed-ended questions, designed to gather information on respondents' demographics and study objectives. A 5-point Likert scale was used to measure various variables, facilitating straightforward analysis and inferential statistical analysis (Mazurek et al., 2021). The validity of the instruments was ensured through expert consultation, and reliability was tested with a pilot study in Kiambu County, yielding a Cronbach's Alpha coefficient of 0.914, indicating high internal consistency and reliability of the research instruments.

Each variable surpassed the commonly accepted Cronbach's Alpha threshold of 0.7, indicating strong reliability. For instance, the Budgeting Role and Oversight Role variables both achieved high Cronbach's Alpha scores of 0.945 and 0.942, respectively, across 17 items each. The overall average Cronbach's Alpha for all variables was 0.914, suggesting consistent reliability throughout the questionnaire and validating its applicability for the research.

In the Methods of Data Collection, meticulous steps were taken to ensure the study proceeded ethically and efficiently. Obtaining necessary permits and permissions, organizing research days, and familiarizing with the study area were pivotal. The use of both hardcopies and digital tools for data collection, coupled with clear consent procedures in both English and Kiswahili, ensured participant understanding and voluntary involvement. The involvement of a professional research assistant streamlined the process, while interviews provided clarity for respondents, showcasing a comprehensive and considerate approach to data gathering.

In the subsequent Methods of Data Analysis, the study employed rigorous statistical techniques, notably regression analysis using SPSS software. Descriptive and inferential statistics were utilized to analyze collected data, supporting the testing of research hypotheses. Multiple linear regression was employed to ascertain the relationship between dependent and independent variables, with a clear protocol for hypothesis acceptance or rejection based on statistical significance. The study's commitment to methodological robustness and transparent reporting underscores its scientific rigor and reliability.

RESULTS

Response Rate

The survey yielded high response rates from both elected and nominated Members of County Assembly (MCAs), with 77.14% and 93.55% response rates respectively, showcasing significant engagement with the study. Additionally, all targeted staff participated, resulting in an overall response rate of 90.23%.

Demographic Characteristics Results

The demographic analysis revealed a significant gender disparity among respondents, with 91% male and 9% female elected MCAs. Despite this skew, efforts were made to include a representative sample of female MCAs. Age distribution indicated that the majority

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

of respondents were above 35 years old (59.3%), followed by those aged 31-35 (29.7%), and 26-30 (11%). Educationally, the largest proportion of participants held diplomas (73.6%), followed by certificates (13.2%), degrees (11%), and masters (2.2%). Tenure analysis highlighted a predominant trend of shorter tenures, with 92.3% of respondents serving 1-2 years, suggesting a high turnover rate within the County Assembly.

Descriptive Statistics for Coordination Roles

Given the results in Table 1, the statement that read "We go through stakeholders' documents and vet them to the plan" were (Mean = 3.80, Skewness = -0.640, Kurtosis = 0.183): This coordination role seems to be well-perceived among MCAs, as indicated by the relatively high mean score. The negative skewness suggests that most respondents agreed with this role, while the kurtosis indicates a distribution closer to normal. The mean score of 3.80 suggests that MCAs view this coordination role as quite important. They seem to recognize the significance of reviewing stakeholders' documents and aligning them with the strategic plan, possibly indicating an attention to detail and thoroughness in the planning process.

We act as executive support in the implementation of strategic plans (Mean = 3.74, Skewness = -0.433, Kurtosis = -0.043): This role also garnered a reasonably positive response from the respondents. The negative skewness suggests a tendency towards agreement, with the kurtosis indicating a relatively flat distribution. With a mean score of 3.74, MCAs still perceive this role as crucial, though slightly lower than the previous one. This suggests that MCAs recognize their role in providing executive support for the successful execution of strategic plans.

We communicate with stakeholders to influence ground work (Mean = 3.66, Skewness = -0.017, Kurtosis = -0.547): While the mean score is still relatively high, the skewness approaching zero indicates a more balanced distribution of responses. This suggests that opinions might be more varied regarding this role. The mean score of 3.66 indicates that MCAs consider communication with stakeholders for influencing groundwork as moderately important. This implies that they see the value in direct engagement with stakeholders to ensure effective plan execution.

We work set stakeholders according to structures: Similarly, with a mean score of 3.67, MCAs place moderate importance on adhering to established stakeholder engagement structures, possibly to maintain order and consistency in the implementation process.

We work with stakeholders according to structures (Mean = 3.67, Skewness = -0.150, Kurtosis = -0.560): Similar to the previous role, the respondents seem to have a moderate level of agreement, although the skewness indicates a relatively balanced distribution. The relatively high mean score of 3.84 suggests that MCAs place a significant emphasis on monitoring and tracking the progress of stakeholder involvement, ensuring that all relevant parties remain on track.

We keep track of the progress of each stakeholder involvement (Mean = 3.84, Skewness = -0.248, Kurtosis = -0.538): This coordination role received one of the higher mean scores, indicating that the respondents feel that tracking stakeholder involvement is an important aspect of their duties. The mean score of 3.77 indicates that MCAs consider policy-making for organizations and stakeholders as an important part of strategic plan execution, highlighting their role in creating a conducive policy environment.

The assembly governs relationships between the County and stakeholders (Mean = 3.81, Skewness = -0.410, Kurtosis = -0.188): This role received a relatively high mean score, indicating that MCAs consider it an essential part of their responsibilities. With a mean score of 3.81, MCAs emphasize the importance of their role in overseeing and managing relationships between the County Government and stakeholders, underscoring their responsibility in maintaining effective collaborations.

The assembly involves stakeholders responsible for crisis management (Mean = 3.66, Skewness = -0.245, Kurtosis = -0.648): While the mean score is still above the midpoint, the lower score and negative skewness suggest some variability in perceptions of this role. The moderate mean score of 3.66 suggests that MCAs recognize the need to involve stakeholders in crisis management, albeit with a relatively lower priority compared to other roles.

Experts assist the assembly allocate the plan various resources (Mean = 3.67, Skewness = -0.449, Kurtosis = 0.024): This role received a moderate mean score, but the negative skewness suggests that respondents generally agreed with it. The role of experts in assisting resource allocation receives a moderate mean score of 3.67, indicating that MCAs acknowledge the value of expert guidance in this aspect of plan implementation.

The presented descriptive statistics shed light on the perceptions of MCAs regarding different coordination roles within the Nairobi City County Government. The mean scores reflect varying degrees of agreement with these roles, with some roles receiving higher agreement than others. These insights can guide future strategies to enhance coordination and improve the implementation of strategic plans in the government setting.

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

The results of the present study align with findings from Dwivedi (2021), which highlighted the significance of coordination and stakeholder involvement in the implementation of strategic plans. The respondents' high mean scores for roles such as reviewing stakeholders' documents, executive support in plan implementation, and governance of relationships between the County and stakeholders echo the emphasis placed on these aspects in Dwivedi's study.

Moreover, the emphasis on direct communication with stakeholders and involvement in crisis management aligns with Kamassi et al.'s (2020) exploration of stakeholder roles in plan execution. The findings also resonate with Ali and Gitonga's (2019) research on stakeholders' roles in project implementation, confirming the importance of effective coordination and teamwork. This study bridges gaps by specifically examining these coordination roles in the Nairobi County Assembly, addressing content, geographical, and methodological gaps in prior research. The congruence between the results and the existing literature underscores the critical role of coordination in achieving strategic objectives within governmental contexts, reaffirming the broader scholarly consensus on this matter.

Table 1: Descriptive Statistics for Coordination Roles

	N	Mean	Std. Dev	Skewness		Kurtosis	
				Stat	Std. Error	Stat	Std. Error
We go through stakeholders' documents and vet them to the plan.	91	3.80	0.97	-.640	.253	.183	.500
We act as executive support in the implementation of strategic plans	91	3.74	0.96	-.433	.253	-.043	.500
We communicate with stakeholders to influence the groundwork	91	3.66	0.93	-.017	.253	-.547	.500
We work with set stakeholders according to structures	91	3.67	0.96	-.150	.253	-.560	.500
We keep track of the progress of each stakeholder's involvement	91	3.84	0.93	-.248	.253	-.538	.500
When making policies for all organizations and stakeholders involved in strategic plans.	91	3.77	0.93	-.193	.253	-.503	.500
The assembly governs relationships between the County and stakeholder	91	3.81	0.92	-.410	.253	-.188	.500
The assembly involves stakeholders responsible for crisis management	91	3.66	0.99	-.245	.253	-.648	.500
Experts assist the assembly allocate the plan to various resources	91	3.67	1.00	-.449	.253	.024	.500
Valid N (listwise)	91						

Descriptive Statistics for Implementation of Strategic Plans

The results presented in Table 2 provide descriptive statistics for the respondents' perceptions of the influence of resource-managing roles on implementing strategic plans in the Nairobi County Assembly in Kenya. The scale used for responses ranges from 1 (Strongly Disagree) to 5 (Strongly Agree).The completion of plans within specified timeframes: With a mean score of 3.69 and a standard deviation of 1.00, respondents hold a moderate agreement that the plans have been completed on schedule. This indicates a certain degree of consensus among the respondents. The data exhibits a slight negative skewness (-0.239) and a negative kurtosis (-0.685), suggesting that while there is generally an affirmative perception of timely plan completion, a few respondents might strongly disagree, warranting further investigation. This finding implies that the execution of plans within designated timeframes is perceived positively, although there could be varying opinions within the respondents.

Execution of tasks in alignment with set standards: Averaging at 3.71 with a standard deviation of 1.00, respondents generally concur that tasks have been executed in accordance with established standards. The relatively low standard deviation indicates some agreement among respondents. The skewness is -0.475, and the kurtosis is -0.232, suggesting that while there is an overall agreement, there are a few respondents with more pronounced disagreements, necessitating further exploration. This outcome suggests that there exists a positive perception of alignment between completed tasks and the predetermined standards, although some respondents might hold stronger contrary viewpoints.

Meeting quality thresholds of planned services: With an average score of 3.70 and a standard deviation of 1.01, respondents moderately agree that services meet the prescribed quality thresholds of the plans. The standard deviation reflects some variability in responses. The skewness is -0.175, while the kurtosis is -0.782, indicating a relatively normal distribution, albeit with some flattening due to less extreme responses. This result implies that there is a perception of satisfactory service quality, though the variability in responses suggests that there might be differing perspectives.

Increased project completion compared to prior plans: At a mean score of 3.74 and a standard deviation of 0.99, respondents tend to agree that there has been an escalation in project completion compared to previous plans. The standard deviation suggests moderate consensus. With a skewness of -0.437 and a kurtosis of -0.174, the data implies some non-uniformity in responses, warranting further exploration. This outcome signifies a belief in enhanced project completion rates, while the distribution suggests that various viewpoints might exist.

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

High satisfaction level with plan success: Scoring an average of 3.58 with a standard deviation of 0.83, respondents moderately concur that there is a high level of satisfaction with the success of the plans. The standard deviation indicates variability in responses. The positive skewness (0.445) suggests strong agreement from some respondents, warranting deeper investigation. This finding indicates a positive perception of plan success satisfaction, potentially driven by the strong agreement from a subset of respondents. Diversification of delivered projects: With a mean of 3.63 and a standard deviation of 0.91, respondents moderately agree that there has been diversification in delivered projects. The standard deviation indicates moderate consensus. The skewness is -0.072, while the kurtosis is -0.797, suggesting a fairly normal distribution with some flattening. This result implies a perception of diversified project delivery, with responses spread across a range of viewpoints.

High efficiency of accomplished plan services: With an average score of 3.75 and a standard deviation of 1.01, respondents generally agree that the accomplished plan services exhibit high efficiency. The standard deviation indicates variability in responses. The skewness is -0.272, and the kurtosis is -0.453, suggesting a relatively normal distribution. This outcome indicates a perception of effective service delivery efficiency, with responses spanning a normal distribution.

Substantial return on investment from plan output evaluation: Scoring an average of 3.68 with a standard deviation of 0.91, respondents moderately agree that there has been a significant return on investment resulting from the evaluation of plan outputs. The standard deviation indicates variability in responses. The skewness is -0.238, and the kurtosis is -0.250, implying a relatively normal distribution. This finding suggests a favorable perception of substantial returns resulting from output evaluation efforts, with varying viewpoints.

The findings suggest a positive overall perception of the interrelation between resource-management roles and the achievement of strategic plans in the Nairobi County Assembly. However, the variability indicated by standard deviations, skewness, and kurtosis values implies the existence of diverse perspectives among the respondents. Further exploration and analysis of the responses are crucial to comprehending the underlying factors influencing these perceptions and identifying potential avenues for enhancement. The results of the current study are in agreement with findings from various literature sources. Asikhia and Mba (2021) emphasize the importance of well-formulated strategies for achieving organizational objectives, and the moderate agreement among respondents regarding plan completion within specified timeframes aligns with this concept. Similarly, the execution of tasks in alignment with set standards, as perceived by respondents, resonates with Dietrich's (2020) exploration of factors affecting strategic decision-making processes. The study's results also parallel the notion discussed by Wambugu and Waiganjo (2015) of barriers to strategy implementation, as indicated by the variability in responses and potential disagreements among participants.

Furthermore, the positive perception of enhanced project completion rates corresponds to the Cândido and Santos, (2015)'s emphasis on successful strategy implementation. The importance of clear responsibilities in strategy implementation, highlighted by Tawse and Tabesh (2021), is echoed in the study's findings regarding plan execution efficiency. Additionally, the concept of involving middle managers in strategy implementation (Tawse & Tabesh, 2021) aligns with the study's recognition of diverse perspectives among respondents. Overall, while the results show positive perceptions of the interrelation between resource-management roles and strategic plan achievement, the variability in responses underscores the need for further exploration, as suggested by various literature sources.

Table 2: Descriptive Statistics for Implementation of Strategic Plans

	N	Mean	Std. Dev.	Skewness		Kurtosis	
					Std. Error	Statistic	Std. Error
The plans have been completed on timely	91	3.69	1.00	-.239	.253	-.685	.500
Tasks have been completed according to the standards set	91	3.71	1.00	-.475	.253	-.232	.500
The quality of services meets the plan's set threshold	91	3.70	1.01	-.175	.253	-.782	.500
The number of projects completed has increase when compared to previous plans	91	3.74	0.99	-.437	.253	-.174	.500
Level of satisfaction of the plan's success is high	91	3.58	0.83	.445	.253	-.717	.500
Diversification of delivered projects	91	3.63	0.91	-.072	.253	-.797	.500
There is high efficiency of services that the plan has accomplished	91	3.75	1.01	-.272	.253	-.453	.500
The county has had a high return on investment from the monitoring and evaluation of the output set in the plan	91	3.68	0.91	-.238	.253	-.250	.500
Valid N (listwise)	91						

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

Correlations

The study unveiled a strong positive correlation ($r = 0.847$, $p < 0.01$) between the coordination role of MCAs and the implementation of strategic plans. This underscores the importance of effective coordination in resource utilization and project alignment. A similar sentiment is echoed in the research by Kivuva (2018), emphasizing the necessity of coordinated efforts among county officials for efficient service delivery.

Table 3: Correlation between the roles of Members of County Assemblies (MCAs) and the Implementation of Strategic Plans

		Implementation of Strategic Plans
Coordination Role	Pearson Correlation	.847**
	Sig. (2-tailed)	.000
	N	91
Implementation of Strategic Plans	Pearson Correlation	1
	Sig. (2-tailed)	
	N	91

Regression Analysis

The model summary table provides key insights into the strength of the relationship between the coordination role and the attainment of strategic plans. The R value is .847, indicating a strong positive correlation between the two variables. The R Square value of .717 suggests that 71.7% of the variation in the attainment of strategic plans can be explained by the coordination role of members of the County Assembly. The adjusted R Square value of .714, very close to the R Square, confirms the model's stability and high explanatory power, while the standard error of .34834 indicates the average distance that the observed values fall from the regression line. This strong correlation implies that the coordination role is a significant contributor to the success of strategic plans.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847[a]	.717	.714	.34834

a. Predictors: (Constant), Coordination Role

The ANOVA table further supports the model's validity. The regression sum of squares is 27.419, significantly larger than the residual sum of squares (10.800), suggesting that the model explains much of the variation in the attainment of strategic plans. The F-statistic of 225.958 is considerably large, and the significance level of .000 indicates that the model is statistically significant at the 0.05 level. This means that there is a very low probability that the relationship between the coordination role and the attainment of strategic plans is due to chance. Hence, the coordination role is statistically significant in influencing the implementation of strategic plans in Nairobi County.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.419	1	27.419	225.958	.000[b]
	Residual	10.800	89	.121		
	Total	38.218	90			

a. Dependent Variable: Attainment of Strategic Plans
b. Predictors: (Constant), Coordination Role

The coefficients table provides insights into the specific impact of the coordination role on the attainment of strategic plans. The unstandardized coefficient (B) for the coordination role is .768, meaning that for every one-unit increase in the coordination role, there is a corresponding increase of .768 units in the attainment of strategic plans, holding all other factors constant. The standardized beta value of .847 confirms the strong positive relationship between the coordination role and strategic plan attainment. The t-value of 15.032 and the significance value of .000 indicate that the coordination role is a highly significant predictor of strategic plan success. The constant value (B = .930) represents the expected attainment of strategic plans when the coordination role is at zero, further emphasizing the substantial impact of the coordination role.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.930	.191		4.872	.000
	Coordination Role	.768	.051	.847	15.032	.000

a. Dependent Variable: Attainment of Strategic Plans

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

Hypotheses Testing

Based on the provided data and the p-value criterion of $p < 0.05$, the study analyzes the acceptance or rejection of each null hypothesis and discusses the implications of the results in the context of the Nairobi County Assembly (NCA) in Kenya.

H0: There is no significant relationship between the coordinating role and the implementation of strategic plans in the Nairobi County Assembly in Kenya.

The p-value associated with the coefficient for the "Coordination Role" is 0.000, which is less than 0.05. Thus, the study rejects the null hypothesis (H03). This suggests that there is a significant relationship between the coordinating role of MCAs and the implementation of strategic plans in the NCA. This indicates that MCAs involved in coordination activities play a significant role in contributing to the achievement of strategic plans.

Conclusions

The findings reveal varying perceptions among MCAs regarding coordination roles, encompassing stakeholder communication and resource allocation. A robust positive correlation underscores the pivotal role of effective coordination in resource allocation and project alignment, with a significant relationship established between MCAs' coordination roles and strategic plan implementation. These results underscore the need for enhanced coordination strategies to support successful plan implementation.

Recommendations

The varied levels of agreement among MCAs regarding coordination roles underline the importance of focused efforts by NCCG to coordinate stakeholder engagement effectively. The government should establish clear engagement structures, streamlining the process of stakeholder communication, involvement, and crisis management. Regular forums for stakeholders to interact with MCAs should be organized to foster a better understanding of plan-related activities. Moreover, expertise should be leveraged through involving stakeholders in resource allocation decisions. By strengthening coordination, NCCG can ensure alignment between stakeholders and strategic objectives, thereby enhancing the implementation of strategic plans.

REFERENCES

1. *Abdi, M., & Sang, P. (2020). Project planning and implementation of projects at Safaricom Limited in Mombasa County, Kenya. International Journal of Business Management, Entrepreneurship and Innovation, 2(3), 114-127. https://doi.org/10.35942/jbmed.v2i3.142*
2. *Alford, J., & Greve, C. (2017). Strategy in the public and private sectors: Similarities, differences, and changes. Admin. Sci, 7, 35. https://doi.org/10.3390/admsci7040035*
3. *Ali, Y. A., & Gitonga, A. (2019). Influence of stakeholders role on the performance of national government constituency development fund projects in Wajir West constituency, Kenya. International Academic Journal of Information Sciences and Project Management, 3(3), 289-311.*
4. *Asiamah, N., Mensah, H. K., & Oteng-Abayie, E. F. (2017). General, target, and accessible population: Demystifying the concepts for effective sampling. Qualitative Report, 22(1), 1607-1622. https://doi.org/10.46743/2160-3715/2017.2674*
5. *Asikhia, P., & Mba, C. (2021). The influence of strategic decision making on organizational performance. The International Journal of Business & Management, 9(1), 1-6. https://doi.org/10.24940/theijbm/2021/v9/i1/BM2101-050*
6. *Ayikoru, M., & Kalyango, J. N. (2020). Resource management by county assemblies and the implementation of strategic plans in local governments in Uganda. Journal of Public Affairs, e2312. https://doi.org/10.1002/pa.2312*
7. *Banaeianjahromi, N. (2018). The role of top management commitment in enterprise architecture development in governmental organizations. Complex Systems Informatics and Modeling Quarterly, 1(1), 95-113. https://doi.org/10.7250/csimq.2018-17.05*
8. *Barney, J., Ketchen, D., & Wright, M. (2021). The future of resource-based theory. Journal of Management, 37, 1299-1315. https://doi.org/10.1177/0149206310391805*
9. *Bubshait, A., Siddiqui, M., & Al-Buali, A. (2014). Role of communication and coordination in project success: Case study. Journal of Performance of Constructed Facilities, 29, 04014107. https://doi.org/10.1061/(ASCE)CF.1943-5509.0000610*
10. *Cândido, C., & Santos, S. (2015). Strategy implementation: What is the failure rate? Journal of Management & Organization, 21(1), 237-262. https://doi.org/10.1017/jmo.2014.77*
11. *DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. American Sociological Review, 48(2), 147-160.*
12. *Dwivedi, R. D. (2021). Role of stakeholders in project success: Theoretical background and approach. Journal of Project Management, 1(1), 1-12.*
13. *Kaganzi, E., & Kwikiriza, N. (2019). The impact of coordination on the implementation of strategic plans in Uganda's local government councils. Journal of Public Administration and Governance, 9(3), 61-74.*
14. *Kakuyo, T. (2020). The role of multi-agency approaches in conflict resolution in Kenya. African Journal of Peace and Conflict Studies, 3(1), 25-40.*
15. *Karama, F., Iravo, M., Kagiri, A., & Shale, N. I. (2019). The effect of strategic planning on the delivery of devolved services in selected counties in Kenya. Public Policy and Administration Research, 9(10), 50-59. https://core.ac.uk/download/pdf/270187411.pdf*

SJIF Impact Factor (2024): 8.675| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 9 | Issue: 9 | September 2024 - Peer Reviewed Journal

16. *Kivuva, J. M. (2018). Coordination challenges in Kenyan county governments: A case study. African Journal of Public Administration and Management, 1(1), 45-58.*
17. *Makridis, T. (2019). Best practices in performance goal-setting. Equity Methods. https://www.equitymethods.com/articles/best-practices-in-performance-goal-setting/*
18. *Makhado, R. (2016). Role of public accounts committees in enhancing oversight and accountability by the state-owned enterprises in South Africa. African Politics & Policy, 2(1), 1-10.*
19. *Mutuku, L., & Misango, S. (2020). Influence of internal factors on strategy implementation in Machakos County Government, Kenya. European Journal of Business and Strategic Management, 5(1), 37-54.*
20. *Njeri, W. G., Elegwa, M., & Anthony, W. (2018). Effect of planning on performance of county governments in Kenya. Advances in Social Sciences Research Journal, 5(9), 1-10. https://doi.org/10.14738/assrj.59.5113*
21. *Ogbu, O. J., & Ugwu, C. N. (2020). Coordinating role of budgeting in the implementation of strategic plans in Nigerian local government councils. International Journal of Economics, Commerce and Management, 8(8), 15-28.*
22. *Pinchoff, J., Austrian, K., & Rajshekhar, N. (2021). Gendered economic, social, and health effects of the COVID-19 pandemic and mitigation policies in Kenya: Evidence from a prospective cohort survey in Nairobi informal settlements. BMJ Open, 11:e042749. doi:10.1136/bmjopen-2020-042749*
23. *Scott, W. R. (2004). Institutional theory: Contributing to a theoretical research program. In K. G. Smith & M. A. Hitt (Eds.), Great minds in management: The process of theory development (pp. 460-484). Oxford University Press.*
24. *Wangui, S. (2020). The influence of county assemblies in enhancing accountability in Kenya. International Journal of Social Sciences and Entrepreneurship, 3(3), 16-24.*
25. *Wambugu, W. C., & Waiganjo, E. W. (2015). Effects of strategic management practices on organizational performance of construction companies in Nairobi City County, Kenya. International Academic Journal of Human Resource and Business Administration, 1(4), 41-51.*
26. *Zantsi, T. (2020). Local governance and service delivery in South Africa: Lessons for Kenya's devolved system. African Journal of Governance and Development, 9(2), 45-62.*