

**FACTORS INFLUENCING EFFECTIVE IMPLEMENTATION OF STRATEGIC PLANS IN  
COUNTY GOVERNMENTS IN KENYA, A CASE OF KIAMBU COUNTY GOVERNMENT**

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## ABSTRACT

The implementation of the county strategic plans demands establishment of County Budget and Economic Forums to guide the means of consultation on county plans and budgets. There is a mismatch between what the counties qualitatively stated in their county development plans and their priorities and the actual budgetary allocations for the financial years. This was an indication of disconnect between planning and budgeting at the county levels. These challenges motivated this study to focus on the factors influencing effective implementation of strategic plans in county governments focusing on Kiambu County in Kenya. The specific objectives were to establish how resource allocation, organizational structure, organizational culture and top management team leadership qualities affect effective implementation of strategic plans. This study used descriptive survey design with questionnaire as the instrument for data collection. The target population was 84 staffs from Kiambu County Government which consisted of 12 sub county administrators, 60 ward administrators and 12 County Executive Committees (CECs). The findings revealed a positive and significant effect of each of the variables with effective implementation of strategic plans in the county governments. The study recommends that 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 for strategic implementation, 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 strategic implementation. There is a need for the county governments to increase organizational structure practices such as effective balancing and division of tasks and responsibilities among the county staff, in order to enhance effective implementation of strategic plans in the county governments.

**Key Words:** *Resource allocation, Organizational structure, Organizational culture , Effective implementation of Strategic plans*

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