

**EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE
DELIVERY IN KENYA COUNTY GOVERNMENTS: A CASE OF
NYANDARUA COUNTY**

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ABSTRACT

This research examined the effects of strategic management practices in County Governments in Kenya which face pressure to improve service delivery, lower costs, become more accountable, customer focused and responsive to stakeholder needs and as a result they need a system of determining performance in relation to their mission and vision. The research sought to evaluate four important of strategic management; strategic planning; performance management; performance contracting and strategic leadership as tools for improving performance in Nyandarua County Government. A conceptual frame work was formulated from the literature review to show the relationships between different variables. The target population of 104 was drawn from the 10 Departments of Nyandarua County Government. A stratified random sample of 78 employees was divided into two strata based on the top level and middle level of the county management. Primary data was collected using questionnaires while secondary data was obtained from documents and reports analysis. A pilot test was carried out to establish the reliability and validity of the questionnaires. Descriptive and inferential statistics was used to analyze data with the aid of Statistical Package for Social Sciences (SPSS). Quantitative data was then presented using charts and graphs while qualitative data was presented using narratives. The data was analysed using regression analysis. The study revealed that strategic planning, performance management and strategic leadership influences service delivery within the county. However, performance contracting variable does not influence service delivery. The study recommends that the county leadership together with all employees should embrace training in performance appraisal and performance management in order to promote critical and consistent aspects of target setting, management and achievement. The county should also establish a department within its structure to handle Human Resource Development(HRD) , in order to continuously asses training needs and tailor specific programmes geared towards increasing the employees skills, techniques, attitudes, norms, beliefs and behaviours to enhance customer focus in service delivery. The study recommends further study on the factors influencing positive regard on performance contracting for effective service delivery and a comparative study on county development and level of service delivery within the counties. The analysis and findings of the research had important implications for policy makers in an effort to create more efficient and effective County Governments. Governmental organizations in the service delivery industry could also apply the research findings and recommendations