

A CRITICAL ANALYSIS OF THE STRATEGIC PLANNING EFFECTIVENESS IN THE PUBLIC SECTOR REFORM: A SURVEY OF LOCAL AUTHORITIES IN KENYA

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ABSTRACT

This study seeks to do a critical analysis of the strategic planning effectiveness on the public sector reform with special reference to local authorities in Kenya. This study targets public sector institutions as well as strategic planners. They will be able to know how to strategically and effectively plan for the realization of reforms with the foreknowledge that all the players will be involved in the process. Importantly, they will learn the value of strategic planning in the public sector reforms. The literature review was obtained from the secondary data. This was from journals, published books, articles and seminar papers. Theories on public sector have also been given attention in the study. The design of the study used was descriptive. This is because descriptive studies are not only restricted to fact findings but may often result in the

formulation of important principles of knowledge and solutions to significant problems. A sample of 30% was drawn from each stratum from which the respondents were randomly picked. The stratified random sampling method was suited for this research because the population was heterogeneous. There were pre-determined written down questions that were delivered to the personnel in the middle and lower management of local authorities in the Country. The questions comprised of both open and close ended questions. The data was analyzed using qualitative and quantitative techniques. The information generated was able to create descriptive statistics namely regression analysis, correlation analysis, percentages and frequencies. The study found that strategic planning can only work if the employees already have the tools required for good strategic thinking. Further, incorporation of internal corporate governance control and organizational learning into the strategic planning process can enhance the strategic planning effectiveness. The research concludes that personnel practice and the governance issues affect the effectiveness of strategic planning in public sector reforms. It has been recommended that the whole idea of public sector reforms be overhauled and that further in-depth studies be studied on the root cause of rot in public sector.

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